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MARCH 13, 1967

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GRADE CROSSING SAFETY: ACL DOES SOMETHING ABOUT IT

p. 30

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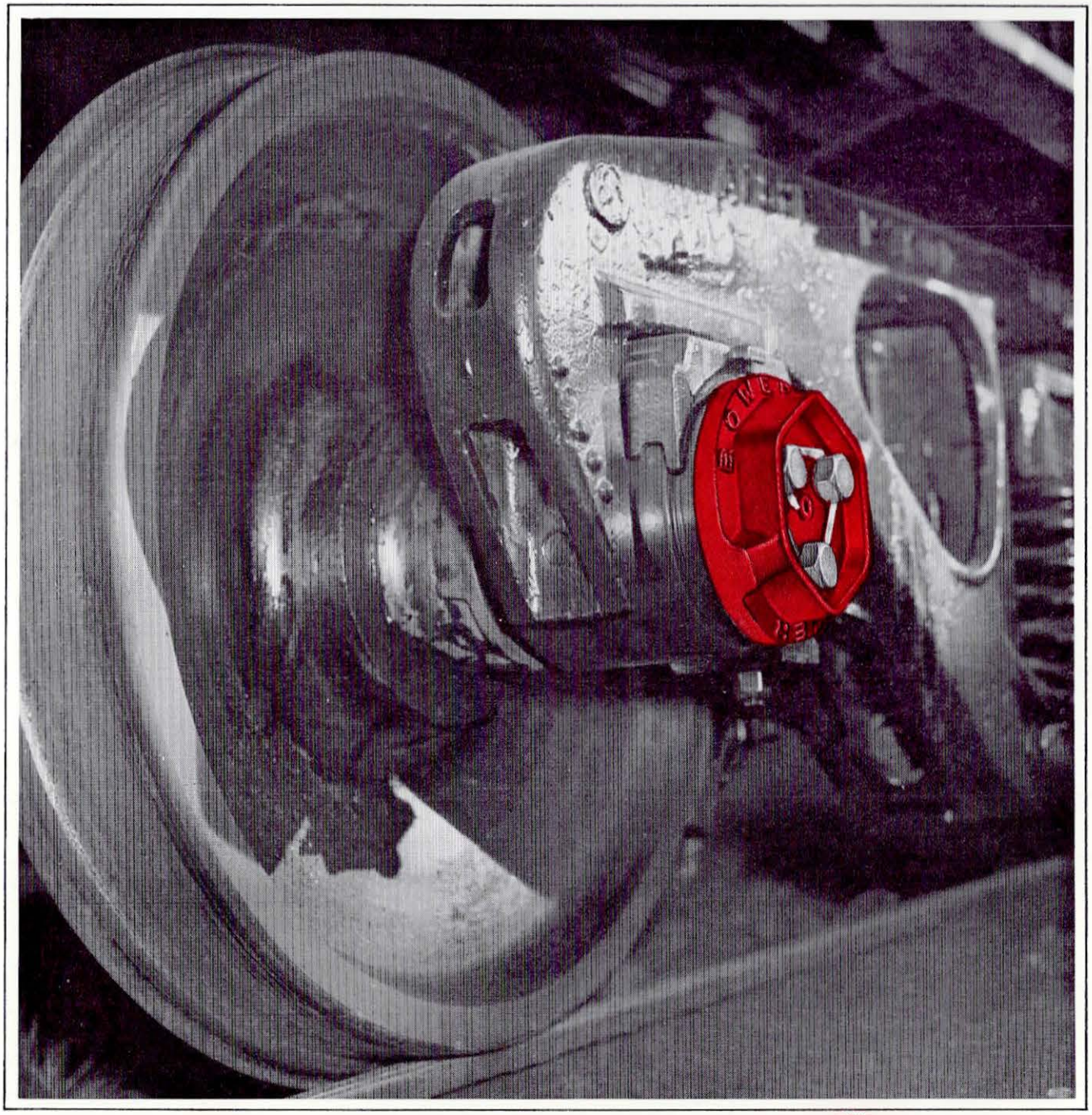

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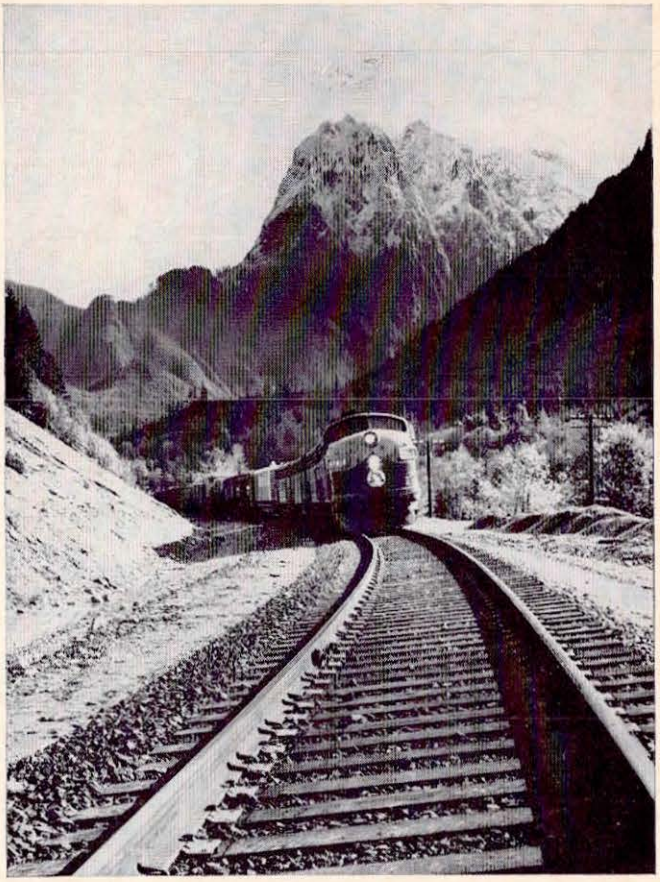

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RAILWAY AGE March 13, 1967 • Vol. 162, No. 10

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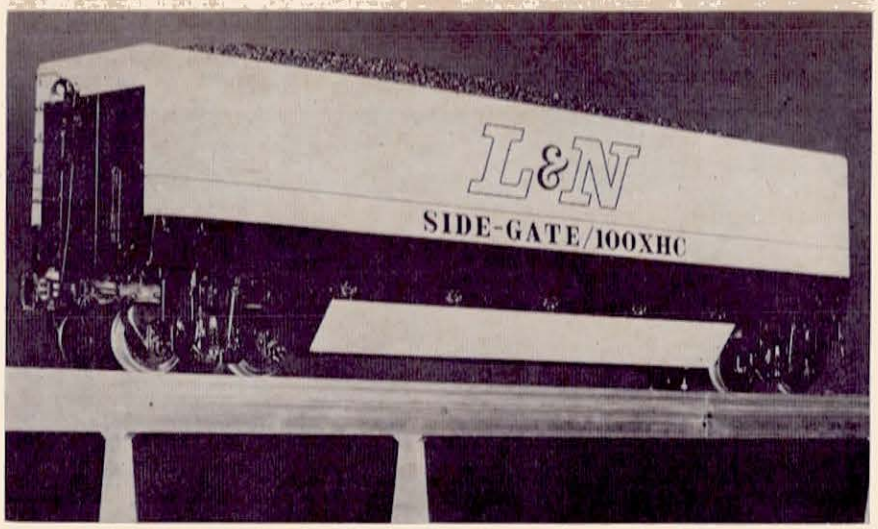

Model of new type L&N 100-ton unit-train hopper car now being built by Pullman-Standard. The unique unloading arrangement is capable of dumping 100 tons of coal in 6 secs. and a 100-car train in 15 mins.

NEW EQUIPMENT

–new services–new marketing concepts...continue to spark the railroads

What's new on the railroads? Plenty! Take freight cars, for instance. In 1966, 102,342 new cars were ordered–setting a new high for the decade and an all-time dollar-value record. And this resurgence is no flash in the pan. Carbuilders and handlers of accessory equipment for the past four years have enjoyed what has been all too rare in the past–continuous production stability. Surveys by industry groups reveal unprecedented demand for freight train car equipment extending ahead for the next decade.

The railroads are improving their competitive position with these potent new tools. Likewise, alert railway equipment suppliers are keeping abreast of an upsurging market with well-directed advertising in the Railway Age Group.

With Railway Age, their product story goes right along with the fast-breaking developments in the industry's own weekly, edited for and read with keen attention by influential top railway management. Rolling stock advertisers also get down to cases in the two monthlies–Railway Locomotives & Cars and Railway Purchases & Stores. Here they are in close rapport with the men who specify and buy, the department heads and supervisors in the all-important mechanical and electrical departments and the responsible P&S executive echelons.

Special note! Advertisers in the three magazines mentioned above are now eligible for the new Industry Marketing Rate offered by Simmons-Boardman Publishing Corporation. Your Railway Age Group representative will be glad to go over this with you. *Contact him now.*

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SHORT AND SIGNIFICANT

E-L's White calls for freight rate hike

Erie Lackawanna Chairman William White last week called for a general "across the board" increase in railroad rates to meet the increased cost of doing business. In E-L's annual report, mailed to shareholders, he points out that there hasn't been an increase in freight rates since 1958—and then very little—"and during all of the intervening time employment costs have continued to rise and for the past year and a half the cost of material has been increasing." White said he isn't alone in his feelings. "We do not know of any railroad management in the country that does not foresee the need for increased revenue to compensate for increased cost."

●

RPI 1968 sessions set for Washington

The Railway Progress Institute, determined to make the Executive and Congressional branches of government more aware of the problems of the railroads and railway supply industry, has decided to go where the action is. RPI is scheduling its annual meeting and dinner in 1968 in the nation's capital. In past years it has been rotated between Chicago and New York. The Washington meeting will be held Oct. 24 in the Sheraton Park Hotel, while meetings of the Association of American Railroads will be running concurrently—Oct. 24-25, also in Washington. The RPI's 1967 annual meeting will be held in the Palmer House, Chicago, on Oct. 12.

●

D.O.T. gets some new officials

Secretary of Transportation Alan S. Boyd has announced the appointment of several officials of the new Department of Transportation. They are Assistant Secretaries John L. Sweeney, M. Cecil MacKay, Jr., and Donald E. Agger. The department's undersecretary, Everett Hutchinson, was confirmed earlier and has taken his oath of office.

●

Power Brake Rules eased

The ICC has changed its interpretation of the Power Brake Law in a way which should make it easier for railroads to get modifications of the Commission's Power Brake Rules. The new interpretation holds, in effect, that proposed modifications may now be considered if safety is maintained. The Commission previously held that there could be no changes in the rules unless it was shown that they would increase safety.

●

N&W takes exceptions to ICC merger findings

Norfolk & Western, reacting strongly to an ICC examiner's report that recommends inclusion of the Erie Lackawanna and Delaware & Hudson in the present N&W system, believes that the time has come for a whole new look at the Eastern railroad merger movement. In a 190-page brief filed with the ICC, N&W expresses its displeasure with an examiner's report filed by Commissioner Charles A. Webb directing N&W to acquire the E-L and D&H, and authorizing but not requiring inclusion of Boston & Maine. N&W says Webb's report takes "far too narrow a view" of the basic issue —how to restructure the other half of Eastern rail lines to meet the challenge of a Pennsylvania-New York Central merger. "Unlike the unifications previously approved, Penn-Central threatens the destruction of other Eastern railroads," N&W states. "The petition of E-L, D&H and B&M for inclusion in the present N&W system were filed because Penn-Central forecloses their further operation as independent railroads. But inclusion of EL, D&H and B&M in N&W would not provide the competitive balance required by the public interest."

MONDAY MORNING REPORT

LBJ scores a bullseye with D.O.T. appointment

Railroad men stopped guessing—and many started cheering—when President Johnson named the man who must talk for the railroads at the nation's new Department of Transportation. LBJ has asked for the advice, consent and confirmation of the Senate for A. Scheffer Lang (currently Deputy Undersecretary of Transportation for Research at the Department of Commerce) as head of the Federal Railroad Administration at D.O.T.

FRA job demands much

Railroad chieftains (some of whom had been privately queried by the White House before the President sent Lang's nomination to the Senate last week) assess Lang's railroad credentials as a spokesman within government as impressive. Illinois Central's president, William B. Johnson, for example, says LBJ's pick is "a fine appointment." G.B. Aydelott, president of the Denver & Rio Grande Western (and a long-time friend of Lang) thinks D.O.T. could hardly have done better. Other men who have known Lang and worked with him feel he is uniquely equipped to mold and shape the FRA job within D.O.T.—a post that is bound to become one of the most important jobs in government insofar as railroads are concerned. Even railroad men who size him up as "too young and too opinionated" are quick to admit Lang's exceptional grasp of industry affairs.

What will the job encompass under its new administrator?

Lang really isn't that young. At 39, he has already held several jobs that most railroad men would regard as a fine cap to a successful career. And many top men in the industry point out that Lang's impatience with evolutionary progress and his pressure for break-through action in rail technology and techniques reflect a passionate belief in the future of railroads in the U.S. transportation scheme of things. His new post at D.O.T. will put him squarely at the interface between the industry and the government. Those who know him well think he will press hard and intelligently for his ideas—in both directions. The law (Section 3 of Public Law 89-670 establishing D.O.T.) says a triumvirate of administrators representing rail, highway and aviation interests will report to the Secretary of Tansportation and that they will carry out "such additional functions, powers and duties as the Secretary may provide." Boyd, with his usual felicity for definition, earlier this year defined the role of FRA's administrator as "a promoter and advocate for railroads" at D.O. T.

Lang's credentials: brains, experience and impatience

Tall, lanky "Sheff" Lang is hardly a bureaucrat's bureaucrat. At 39, he has travelled a long way since signing up as a trainee on D&RGW. He has been a track supervisor, roadmaster, division engineer and trainmaster. He has been director of New York Central's data division, where he developed and installed operations and control systems and led in the application of management-science techniques. And, as deputy undersecretary at Commerce, he has been in the thick of the research and development work being done on high-speed ground transportation since 1965. People meeting him for the first time marvel that he ever found time to attend the University of Rochester and the Massachusetts Institute of Technology as well as to take a year off to study liberal arts at Yale. He was assistant professor of transportation engineering at M.I.T. when he suddenly told an associate, "The world is going by—and I want to see some of it," and charged off to the work of the railroad world. An early railroad associate describes him this way: "Sheff gets mad with slow progress. He had always had a taste for leading his troops through the mud. He knows what the score is."

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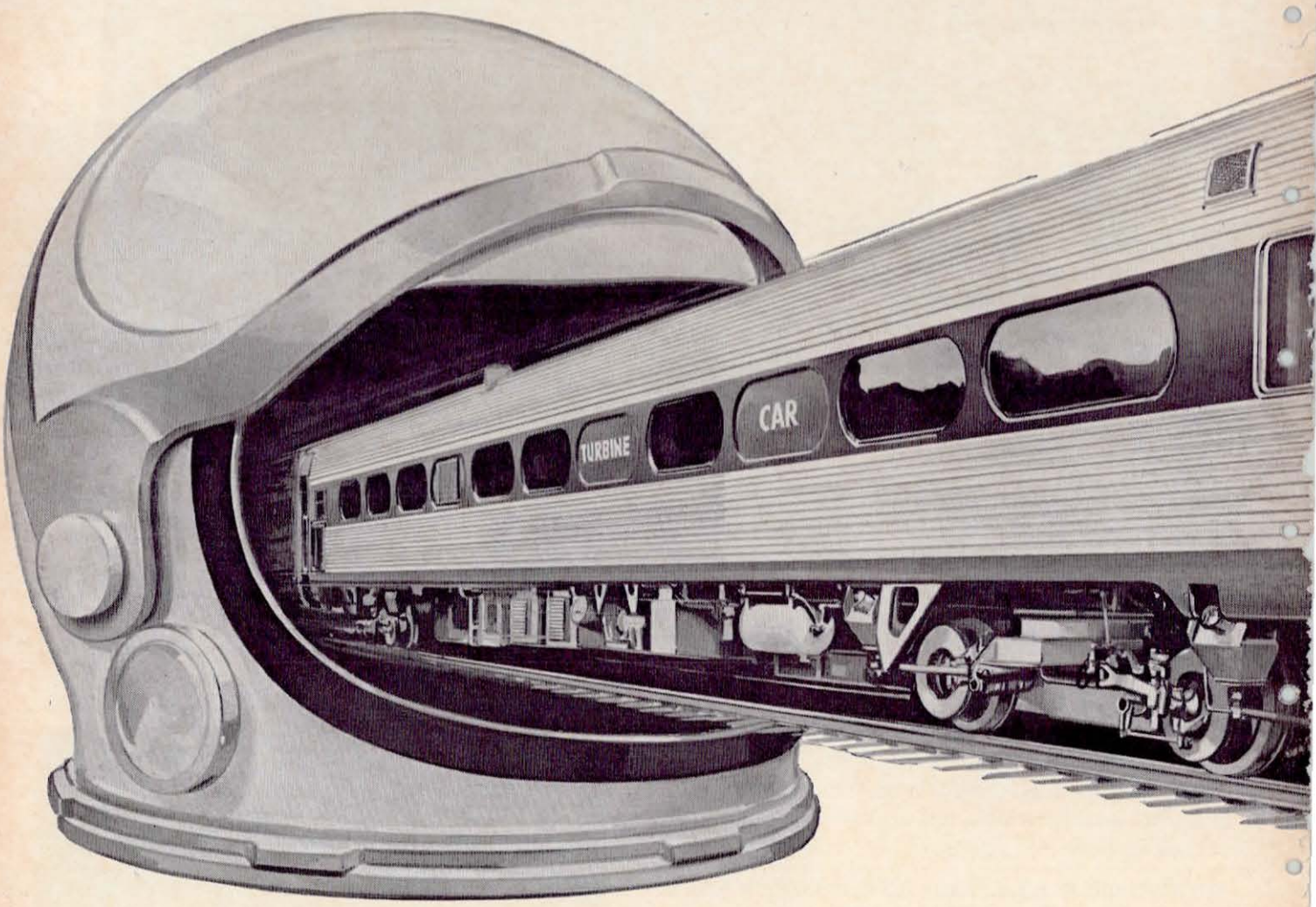
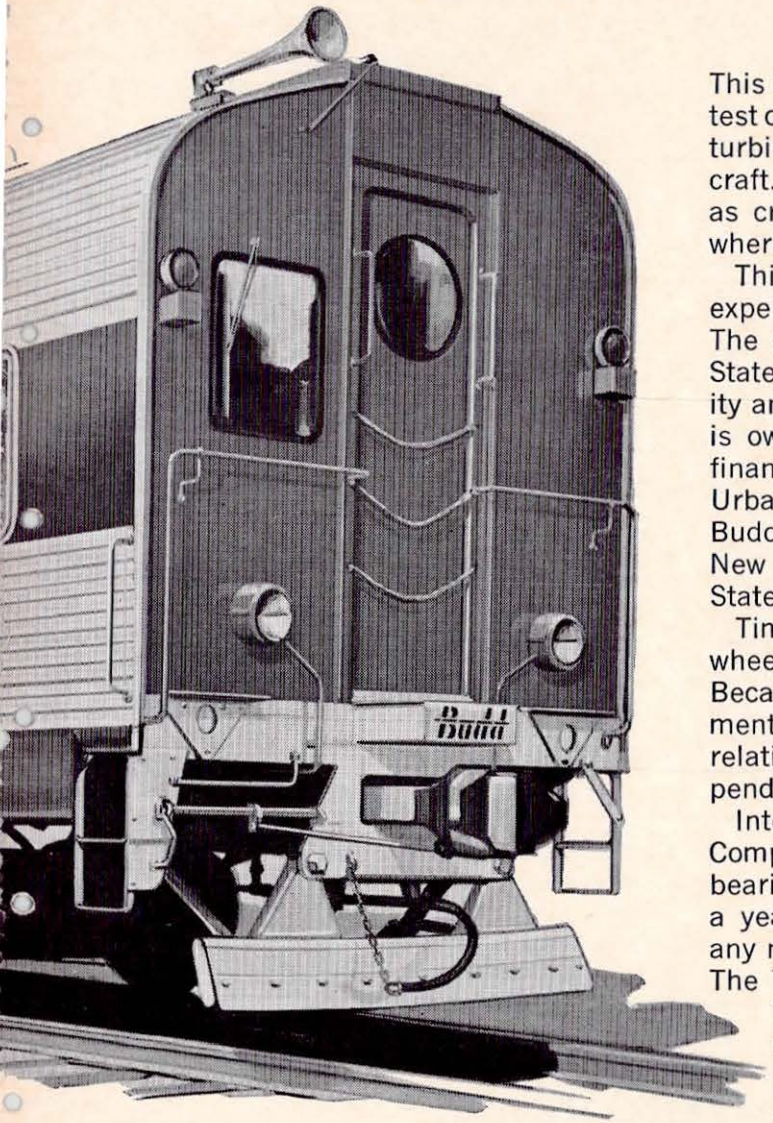

TURBINE
CAR

There's plenty of jet-age technology in the new Budd turbine car.



This is the world's first gas-turbine rail car, now under test on Long Island. It's powered by two Garrett 535-hp turbines, similar to the power plants of modern aircraft. And the size and weight of all components are as critical here as they are on an airplane. That's where jet-age technology comes in.

This special car was built by The Budd Company for experimental testing on the Long Island Rail Road. The project is under the direction of the New York State Metropolitan Commuter Transportation Authority and operated on the Long Island Rail Road which is owned by MCTA. The demonstration is assisted financially by the U.S. Department of Housing and Urban Development, the State of New York, and The Budd Company. The program is administered by the New York State Office of Transportation and the Tri-State Transportation Commission.

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RAILWAY AGE
WEEKLY
MARCH 13, 1967

WEEK AT A GLANCE

Has LBJ put the show back on the road?

Thursday, Mar. 9, 1967, will long be remembered by railroad men. It began on a note of deep gloom, with an announcement in Chicago that the American Railway Progress Exposition had been cancelled—due to suspension of the 7% investment tax credit. The day ended on a note of happy confusion, with President Johnson's announcement in Washington that he was asking Congress to reinstate the tax credit immediately.

The big question at day's end: Was it too late to reinstate the show? Many, including Kenneth Cavins, chairman of the Combined Railway Suppliers executive committee, who had made the morning announcement with obvious reluctance, were hopeful that at least a great part of the exhibition scheduled for October could be rescued.

Cavins pointed out that the space in the International Amphitheater had not been cancelled, although letters had been sent 24 hours earlier to the 340 exhibitors informing them of the cancellation. No further opposition to the holding of the show was expected from either the AAR or the Railway Progress Institute—both of which, through their board of directors and executive committee, respectively, had earlier recommended against the exposition.

However, it was far from certain that even if the show were restored it would have full participation by major suppliers. A highly placed industry source told Railway Age that several big suppliers, polled informally immediately after the President's announcement, indicated they had already been too badly hurt by the suspension to restore budgets for the Chicago exposition.

What caused the President to act

President Johnson's statement began: "I am today sending a message to the Congress asking it to act speedily to restore the investment credit and the use of accelerated depreciation for buildings, effective at once."

He recalled that when he signed the suspension legislation, he had noted that it "provides for automatic restoration of these special tax provisions in January 1968"—but had also said that earlier reinstatement would come if such action seemed "appropriate." That action, he said, seemed appropriate last Thursday. "It is now clear," said the President, "that the temporary suspension of these investment incentives has done the job we hoped and expected it would do."

He went on to say: "A moderate increase of 3.9% in capital outlays is planned for 1967—a sharp contrast to the increases of 16% and 17% in the past two years. The actions we took last fall have helped to do what very much needed to be done."

Actually, far more was "done" to the railroad industry than any informed observer ever thought needed to be done. While business as a whole (according to a Department of Commerce survey released last Thursday morning) had "trimmed" its investment plans to an increase of only 3.9%, the rate of railroad investment since the tax credit suspension indicated a 25% decrease from last year.

Railroad car orders took a nosedive in January —dropping 75% below the year-ago figure—and locomotive orders slumped. This led industry spokesmen to predict only a trickle of orders for the rest of the year if the credit were not restored before 1968. It was this grave situation which moved the railroad industry—through the AAR, the RPI and the ARCI—to lead the fight of the national business community for reinstatement.

Fast action seen on tax credit restoration

Soon after the President's news conference, Chairman Wilbur Mills (D-Ark.) of the House Ways and Means Committee, let it be known that the bill reinstating the tax credit would be rushed through Congress. He expected it to reach the floor of the House by the middle of this week. This bill provides for reinstatement of the tax credit as of Mar. 9. This means that any orders placed now come under the tax incentive program.

AAR President Daniel P. Loomis said the President's action "will help correct the conditions which have seriously slowed down new orders for railroad equipment." RPI President Nils A. Lennartson sent telegrams to Loomis and Fred Schroeder, head of the American Railway Car Institute, thanking them for their cooperation in the intensive effort waged in recent weeks for restoration of the credit.

Carbuilding: Some light in the gloom

In recent weeks the most recurrent word in telegrams that railroads have been sending to carbuilders has been STOP.

Last week, however, the Chicago & North Western had a much better choice of words for one of the major builders, advising ACF that it would like to buy 1,000 50½-foot box cars, and was prepared to pay some $13.5 million for them—7% incentive tax credit or no. (Actually, C&NW isn't affected by the suspension of the investment tax credit because of its tax situation.)

The sizable North Western order (respectable enough at any time but magnified under present circumstances) will assure the C&NW of badly-needed cars to meet seasonal peaks. The slowdown in orders at car plants has reduced order backlog and will work in favor of C&NW. Deliveries, it is assured, will begin in July.

Meanwhile Trailer Train, responsive to the increasing demands of the booming piggyback trade, placed an order for 573 new cars with Pullman-Standard, ACF and Bethlehem. Thus, for some builders, at least, the week wasn't one of total gloom.

GUS WELTY'S LINES ON LABOR

WELTY

KNOWINGLY OR NOT, the U. S. Supreme Court may now have provided an avenue for the settlement—before the fact—of the sticky jurisdictional disputes which are bound to develop as railroads make radical changes in operating methods. Knowingly or not, the high court has opened up—by at least one interpretation—the means by which railroads may be able to get a final and binding determination as to who does what work, even before the moment when the "work" in question comes to be. This kind of decision-making apparatus has long been needed. And the result of the court's action just might be labor peace in the jurisdictional area—peace which has to be, because war is no longer possible.

THE COURT RULED in a specific instance, which involved Union Pacific and the Clerks and Telegraphers organizations. But although both unions were interested in the jobs in question, only one organization was directly engaged in the dispute as it passed before the National Railroad Adjustment Board and the lower courts. What the Supreme Court has now said, in effect, is that the NRAB should consider a whole problem, not just a part of a problem. By inference, all parties concerned will have their positions considered from now on, whether or not they choose to participate actively.

THE FINDINGS of the courts (RA, Jan. 23, p. 12) may, however, apply even more broadly in jurisdictional squabbles over assignment of work. As one railroad attorney sees it, the railroad can now get a definitive determination of work rights by itself raising the third-party issue, once one union submits a claim to the Adjustment Board. Moreover, the threat of such action might help bring about local settlements without NRAB or court involvement. And finally, as this attorney interprets the decision, "there appears to be no bar to the carrier's presentation of an ex parte submission prior to the institution of certain work or the installation of new techniques or equipment, to determine which craft shall have the right to perform the work."

FOR YEARS, the brotherhoods' more-or-less silent agreement not to fight each other, openly and directly, has caused trouble. A railroad, voluntarily or otherwise, could assign work to one craft and wind up being told to pay members of two organizations. Now, the picture changes. Now, one union may not be able to hang back and hope to collect its tribute through the NRAB if work is given to another craft. Obviously, there will be jurisdictional rivalries so long as there are more than 20 labor organizations overlapping their efforts in a still-shrinking labor market. But now, the whole picture of jurisdiction has to be considered, and the railroad itself can be the moving party. It just might help.

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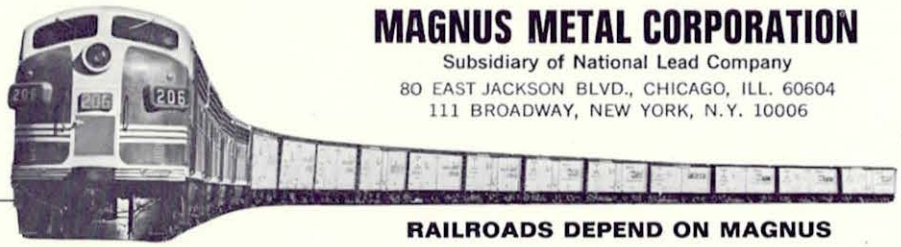

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RAILROADS DEPEND ON MAGNUS

C&O-B&O control of WM is approved

Annual savings of nearly $6.2 million are expected to result from coordinations stemming from the Commission's decision.

Control of the Western Maryland by the Chesapeake & Ohio and Baltimore & Ohio has been approved by the ICC. The Commission's favorable decision will be implemented by release of B&O's WM holdings from trusteeship, thus permitting them to be voted with C&O's holdings.

● **Savings of $6.2 million.** The decision was embodied in a report by Commissioner Virginia Mae Brown. Dissenting expressions came from Chairman William H. Tucker and Vice Chairman Paul J. Tierney. The case was Finance Docket No. 23178 in which C&O and B&O were joint applicants for release of the B&O holdings. They had the support of WM. Coordinations resulting from the control are expected to bring annual savings of $6,188,000—before income taxes, and after a one-time net outlay of $441,000.

The B&O holdings, in trusteeship for 34 years, amount to 43.9% of WM's voting shares. C&O owns another 20.8%, which is not trusteed. C&O also owns some 90% of B&O's voting shares. The 34-year-old trusteeship of B&O's WM shares was required by the Commission to prevent curtailment of railroad competition in the East. The trustee is the Chase-Manhattan Bank of New York.

● **No control now.** There were allegations in the present case that C&O purchases of WM stock were part of a plan to build C&O-B&O holdings to more than 50%, which "establishes that control by C&O" already exists, these complainants said. The Commission disagreed.

"The 43.9% interest beneficially owned by the B&O," the report said, "has been voted pursuant to the trust agreement. Under that agreement . . . the voting power may not be exercised in respect to any proposal involving control by B&O of Western Maryland without the prior approval of the Commission or a court of competent jurisdiction. In our judgment, 43.9% of the voting stock is effectively 'sterilized' insofar as B&O controlling Western Maryland is concerned; 35.27% of the voting stock is in the hands of individual stockholders or their nominees not shown to be affiliated with either B&O or C&O. By its acquisition of 20.83% of Western Maryland's voting stock, there is no showing that C&O either acquired control of Western Maryland or the power to exercise such control. Therefore, the mere suggestion of such control is not a persuasive ground for denying the application."

● **Attrition for labor.** The report imposed attrition conditions for the protection of employees for the first time in an acquisition-of-control or merger proceeding. "Attrition," as the report defined it, will mean "that no reduction in force of employees shall occur other than by death, retirement, discharge for cause, or resignation."

Not entirely new

Similar conditions have been in some Commission orders approving mergers, notably in the Pennsylvania-New York Central and the Atlantic Coast Line-Seaboard Air Line case. But they were put into those orders only after they had been agreed upon voluntarily by the managements and employee organizations concerned. So, as the WM report said the conditions it imposes are not novel, being "already in effect between other railroads and their employees."

● **No general attrition policy.** Meanwhile, the attrition requirement does contemplate that managements of the three roads "should be permitted to transfer part of the work and the employees throughout the coordinated system." Moreover, the Commission emphasized that it was not making the imposition of attrition conditions its general policy. It will deal with them on a case-by-case basis.

That the Commission hopes for voluntary agreements is indicated by the report's failure to spell out specific attrition conditions for the WM, C&O and B&O employees who may be adversely affected. The parties are given 90 days from the report's date of service (March 6) to agree on a pact. If there is no such agreement, the report provides another 90 days for arbitration of the matter, meanwhile announcing the Commission's plan to prescribe what it considers appropriate conditions if the parties do not get together.

● **Traffic conditions.** Interests protesting the acquisition included the Port of New York Authority and communities along WM lines. Supporting interveners included the Maryland Port Authority and the Baltimore Association of Commerce. Intervening railroads were concerned principally about maintenance of present routes.

As usual in such situations, the Commission prescribed conditions designed to "ensure the maintenance of existing routes and channels of trade." Discussing those conditions, the report noted that C&O and B&O have agreed that the coordinations they seek with WM will not apply to traffic solicitation. So the imposed traffic conditions include a provision requiring WM to maintain a solicitation force independent of the C&O-B&O system.

● **Tucker wanted WP approach.** Chairman Tucker's dissent said the Commission should have been guided by what it did in the Western Pacific case. There, it denied competing applications of the Santa Fe and Southern Pacific for authority to acquire control of that road. "That precedent, should be controlling in this case," Tucker said. "The Western Pacific, a comparatively small railroad like the Western Maryland, also was in strong financial condition and was providing a viable competitive service. There, the Commission could find no adequate benefits to the public to overbalance the probable lessening of competition, the possible downgrading of established overhead traffic routes, and other adverse consequences."

Tucker also suggested that the acquisition might not have been evaluated realistically because there was no consideration of the total Eastern-Territory picture. The Commission chairman noted such "unsettled factors" as the court review of Penn-Central, the pending phase of N&W-Nickel Plate which involves inclusion of Erie Lackawanna, Delaware & Hudson and Boston & Maine, and the N&W-C&O merger proposal, now reaching only the hearing stage.

● **Tierney's dissent.** Vice Chairman Tierney said approval of the application should have been conditioned to provide for further proceedings on the issue of including Reading and Central of New Jersey in the B&O-C&O system. While those roads made no request for inclusion, Examiner Paul C. Albus' recommended report would have given CNJ five years within which to seek inclusion. The Commission did not go along with that, although its decision is generally in line with the Albus recommendations. ■

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Computers: What they learn is only

Frisco tries new approach to training the personnel who gather data for the electronic brain.

Someday, maybe, machines will talk only to machines. There'll be machines to furnish all needed input to other machines, and there'll be supervisory machines to police and interpret the output. Man will be tolerated, if he's lucky, to push an occasional button or to dust off the batteries of machines.

That's someday, maybe, in a far-out view. Right now, and for sure, is the fact that the introduction of the big machine, the computer, has made man's performance even more important. And this fact is one big reason why Frisco is taking a new slant on recruiting and training of the people whose work actually determines, to a great extent, how valuable the volume of computer reports will be.

A few weeks ago, Frisco "graduated" a class of 20 people from a unique school. The 20—15 men and five women—are brand-new to railroading and brand-new to Frisco. They're out in the field now, finishing up on-job training under the eye of the same instructors they had in the school. They're going to be the newest yard clerks on the system—and their class represents a first-step move toward more formal indoctrination and training of new people before they become employees in the true sense and take a place on a seniority roster.

● **Job for data-control.** The classes-for-clerks are one function of a relatively new organization on Frisco, a data-control section, headed by General Supervisor M. D. Holt and Supervisor B. W. Selig. Three assistant supervisors, D. W. Franklin, B. B. Houser and M. W. Clark, wrote the manual for the course, handled the classroom instruction and later went out to help supervise the field training on the road's three divisions. Frisco emphasizes, however, that the data-control people are in the field to assist—and their activities in no way reduce local supervision's responsibility for accurate reporting.

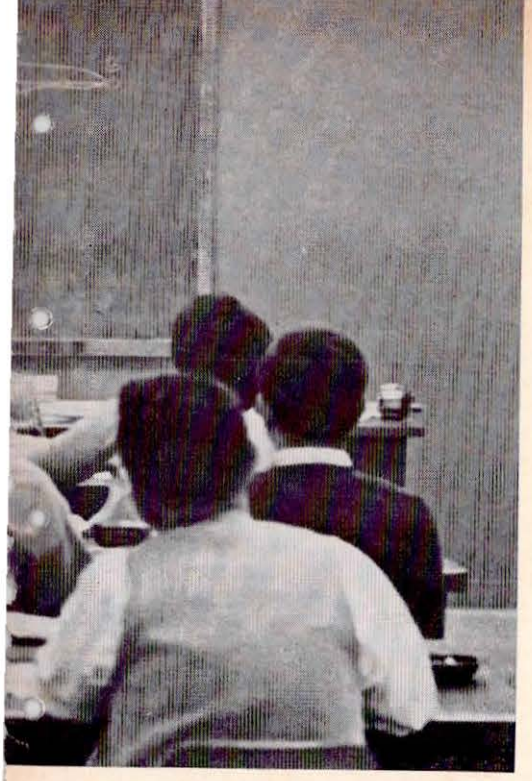
Data-control reports to L. A. Thomas, assistant general manager-staff—and Thomas is high on the group's operation, particularly on this matter of beginning-employee training. As he sees it, the program is simply a reflection of Frisco's desire to build the skilled work force which today's operation demands—and at the same time to give employees the best possible opportunity to succeed and to win advancement.

Like a number of roads, Frisco is finding trained people in short supply—at a time when they're most needed, as information-system inputs and outputs become more and more sophisticated. Thomas puts it this way: "All the expensive and intricate hardware we can get isn't worth much unless the fellow out in the field does his job—gets the cards punched as they should be, for instance. Sometimes I think we tend to forget the importance of people—and we can't afford to. We can't forget that the individual braces up the whole system. One thing we have to do is to let people know they're that important—because they are."

● **Errors: The goal is zero.** Right now, Frisco is getting about one million lines per month transmitted from the field through the MICS (Management Information Control System) network, with an error total of less than 1%—including human, machine and transmission error—from most major terminals. The low error count, which gets progressively lower, is admirable enough. But Frisco has "zero-defects" as a goal, and that means there's always definite need for new kinds of training and for development of greater skills in the ranks.

Right now, MICS is turning out about 60 management reports. Toward the end of 1967, the road will get an IBM 360/30. In 1968 will come the installation of a 360/40 and 360/50. All the while, the road is deeply involved in simulation studies which, hopefully, will lead to even greater operating sophistication through provision of better information for decision-making.

A good part of the effectiveness of these systems has to depend on the people who start the information into the network—and so Frisco is starting now to upgrade its training efforts for



IN CHARGE of Frisco's training program are (above, l. to r.) M. D. Holt, general supervisor-data control; B. W. Selig, supervisor-data control; and L. A. Thomas, assistant general manager-staff. Classroom work (left) and on-the-job instruction are basic elements in the program.

human

field personnel.

Ordinarily, yard clerks are hired and trained in the field, as the need develops. But in the current program, indiscriminate hiring has been shelved in favor of a more formal recruiting program in which Frisco determined its needs and then surveyed its nine-state territory for candidates, using state employment agencies and similar sources.

● **Manual done, classes start.** Meanwhile, the three data-control assistant supervisors were preparing the manual that would be used in the training course—the Station Accounting Procedures manual.

Next move was to bring the candidates into Springfield, Mo., operating headquarters for Frisco and the center for its varied training programs.

Five-day week

For four weeks, the trainees got intensive instruction, on a five-day-a-week schedule. The three assistant supervisors shared the load—and, as Thomas points out, this trio knows whereof it speaks, since two of the men were telegraphers and the third was a clerk from one of the road's mechanized terminal operations.

Over the four-week period, the trainees had regular homework to complete. They were given 19 written tests to determine how much of the instruction they'd soaked up. Then came graduation, and here, too, there was a combination of style and practicality. A few days before graduation—and the presentation of "diplomas" to the trainees who completed the basic course—Frisco called in the general agents and trainmasters from the points to which the students would be assigned. People met people, and the way was eased for the trainees to go into the field to continue their formal instruction.

After graduation, the 20 trainees split up and started seeing the practical application of what they'd been discussing in the classroom. Frisco scheduled the field training for a three-to-six-week period, depending upon the station's needs and the trainee's readiness to take on a real job. Three weeks was set as a minimum, in part to make sure the trainees weren't grabbed off for regular jobs before they were ready. But after three weeks, assuming local supervision agreed that the new people were set to go, the trainees could be released to establish seniority.

● **From the ground up.** The manual which is the basis of the month-long classroom training course deserves a detailed look. It was written by people who know the jobs backwards and forwards. And it was consciously prepared for people who were starting in with no knowledge whatsoever of railroad operations. And, while the instruction itself was handled as an operating-department function, Frisco's veteran director of supervisory training, Verne C. White, had a hand in both the recruiting and the development of the instruction material.

The Station Accounting Procedure manual starts with the key to the whole purpose of the operation: "The job isn't complete until the paperwork is done." It goes on from there to cover a variety of forms and functions. In almost every case, the job to be performed is introduced with a reference to similar functions in everyday life, functions non-railroaders would be familiar with. It's been an effective teaching method. It goes to the heart of Frisco's dedication to telling people not just how to do a job but also why the job has to be done and why it's important that it be done right. Among the examples Frisco uses:

—On bills of lading: "When you filled out an application for this job, you probably noticed that much of the information called for on the form was general in nature. Your name, age, height, weight and so forth is necessary to identify you from others who apply for jobs. Other conditions were agreed to, such as salary, working conditions, and so forth. This agreement, when ratified by you and the Frisco, becomes a pact or contract in which the Frisco agreed to pay you in return for your services. Service is the only thing we have to sell on the Frisco. For our customers to use this service, it is necessary for them to fill out a contract in which certain terms are agreed to. This contract is called a bill of lading."

—On switching and its fees: "Switching may be compared to pick-up-and-delivery service. Some companies are formed to handle nothing but the transfer of goods from one company to another within the same town, and they charge the customer a pick-up-and-delivery fee. Many companies find it feasible to deliver their own goods to a customer within a certain town. Similarly, some railroads perform the same function, in that they deliver carload freight from one railroad company to another and charge a switching fee for their services. Switching may involve nothing more than the movement of a customer's freight car to or from a train, or a more complex switch may involve a switch movement from a road-haul line to a delivering carrier in which a switching fee may be assessed."

—On yard checks and car location: "A shopkeeper must know the inventory on his shelves and where each item is located in order to quickly and adequately serve his customers. In the same manner, an agent needs to know where freight cars, both loaded and empty, are located in his yard at any given time. During a 24-hour period, switch engines might be working in a yard, switching cars from track to track in making up trains, moving loaded cars off industrial tracks and setting

Frisco plans to extend the training program

empty cars in industrial tracks for loading. The agent must have an accurate accounting of the location and relocation of equipment."

—On demurrage: "Some grocery stores own private parking lots and allow their customers two hours of free parking while they shop at the store. If a customer leaves his car in the parking lot longer than two hours, the grocer will charge a fee of $1 per hour until the vehicle has been moved. This arrangement assures the grocer, who has limited parking area, ample space for his customers since no one wants to pay or could afford to pay $1 an hour for parking. A similar situation occurs in railroading and is brought about by a shortage of freight cars. Similarly, each railroad customer is allowed two days of free time to load or unload a car. If a customer takes longer than the two days of free time to handle his shipment, he is charged for each additional day it takes him to load or unload. This charge is called demurrage."

Additional examples

—On diversion and reconsignment: "When people move from one location to another, they usually leave a forwarding address with the postmaster so that any mail coming to their old address will be sent to their new address. This may be referred to as forwarding mail. If a shipper or consignee wishes to change the routing on a carload shipment after the car has been released to the railroad, then this transaction is called a diversion. If, however, the shipper wishes to send the car to a consignee other than the one the car was originally billed to, then this transaction is called a reconsignment."

—On car supply: "When a man needs a new suit, he goes to the clothing store and places his order. The salesman will show the man the different kinds of material, colors and styles best suited to that individual, taking into account the man's height, weight and age. The man can then make a selection and the salesman will tell him when the suit will be ready to wear. The railroad must in many ways accomplish the same thing when a shipper orders a freight car for loading. The shipper contacts the agent or clerk and tells him the commodity he wishes to ship, its weight and destination, and when he will need the car. The railroad will provide the correct size, type and special equipment he will need, doing all possible to have the car available for the shipper at the time requested. In order that the Frisco can continue to have the proper type of freight cars available for shippers, we cooperate with other railroads and observe the rules and agreements for returning unneeded cars to their owners by the shortest routes. By handling in this manner, all railroads can furnish the shippers with the correct type and sizes of cars for their products."

● **On to the specifics.** From these homely, practical comparisons between railroad operation and everyday life, Frisco moves into detailed and specific outlines of the clerks' functions. All pertinent forms—bills of lading, waybills, demurrage records and so forth —are included in the manual, and all are filled out in example-fashion to show various uses and methods of handling. In addition, classroom work makes extensive use of other visual aids via projector and screen.

During the course, MICS is covered in some detail. Frisco's perpetual-inventory yard car-control setup is explained from an over-all standpoint. But details are left for the trainees to pick up in the field, since the inventory pattern varies from terminal to terminal. And rates are covered hardly at all, since the jobs won't involve rate work for quite a while and since, as one Frisco man puts it, "it takes 20 years to make a good rate man, anyway."

As with other Frisco training courses, this one stresses the "why" aspect. Assistant General Manager Bud Thomas and his data-control people don't want people out in the field who know the routine but don't know why it matters.

Thomas, whose background includes such jobs as director of Frisco's industrial-engineering department and chief operating officer of the Frisco-owned Quanah, Acme & Pacific, is especially pleased with the performance of this first clerks class—and with the acceptance of the trainees by old-timers in the field.

● **The girls come through.** He takes, for instance, a certain pleasure in answering a reporter's introductory and perfunctory question: "The whole class was male, right?"—with the comment that five of these trainees were, indeed, female. Says Thomas: "They—the girls —did real fine work. One of them was right up at the top of the class. Now, they're out in the terminals—and there they are, in their jackets and their sweaters and their snuggies, making yard checks. We had this one girl, no bigger than a minute, and she's out there doing the job. There was another one—she has eight children. We asked one of our general agents what he thinks of the women, and all he said was 'Send us more like that'."

This matter of response from the old-line railroaders in the field was important to Thomas and his data-control people. And the response thus far has been a vindication of Frisco thinking.

Present workers assured

The road has taken pains to assure present employees that the newcomers won't be run around them. And it's tried to show the old heads that this new kind of training will pay off in (a) assignment of better-qualified employees, and (b) reduction in the time an agent has to spend in training deep-green newcomers.

With an eye on the installation of the 360's and always with the realization that skilled people are more than ever needed, Frisco plans to extend its training program. Right now, local supervisors are furnishing three-, six- and 12-month new-employee requirements, and the next clerks' class will probably be held in early summer. At the same time, the road is looking at the possibility of classes for telegraphers—using the basic clerks manual, with telegrapher candidates branching off into train-order requirements while the clerks candidates are working on key-punch training.

● **Jobs with a future.** Over-all, Frisco looks for great things from the program. The assistant-supervisor jobs are open-end, and Thomas figures that his instructors will go on to bigger things in fairly short time. The trainees are going to work with a sound and solid grounding in what they're doing. Present employees are offered volunteer training, and the pace of this may be stepped up.

And it all comes back to Bud Thomas' assessment of people in this machine age: A railroad can't ever afford to forget that it's people who are the foundation for the whole machine or computer system—and so "we have to let people know that they're that important—because they are." ■

Frisco is improving car use

The Frisco's Quality Control Program set up in 1965 to improve the road's car utilization is proving to be very successful, according to Frisco's chairman and president, J. E. Gilliland.

"In 1966, when Frisco handled its highest volume of freight traffic on record," he points out, "it was accomplished for the first time without a serious car shortage. The reduction in the number of car days it takes to produce our business has been reduced by more than 10%, resulting in the availability of the equivalent of more than 1,000 additional cars per day."

Gilliland, speaking to the Pittsburgh Traffic Club last week, emphasized that an immediate solution to the car utilization problem is more compelling than ever because of the increasing costs of freight equipment.

One of the most important factors in Frisco's Quality Control Program is the constant surveillance of operations through the use of daily and weekly computerized reports on movements of all cars through its terminals and over its system. "Now that we are able to evaluate a terminal's performance daily—and quickly pinpoint trouble spots—local supervision must take action or the same situation will show up the next day—and the next—until corrective action is taken," he said.

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"Through our Quality Control Department we have made some strides," he continued, "and have increased our miles per day, per car, to almost 50% more than the national average."

Reviewing the cost of Frisco's Quality Control Program, he cited an approximate three-week trial period in the St. Louis terminal where costs had increased by an additional 13¢ per car handled, with a resultant savings of seven hours car time, or a return to the Frisco of 70¢. ■

WATCHING WASHINGTON WITH WALTER TAFT

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ICC ASKS TOUGHER TRAIN-OFF LAW—The ICC is asking Congress to make it more difficult for railroads to abandon passenger trains. The Commission proposes toughening-up amendments to the Interstate Commerce Act's Section 13a. That contains the train-off and other service-abandonment provisions which were added by the Transportation Act of 1958. Having cleared the way for some 600 train discontinuances, it vies with the rate-freedom section—15a(3)—for identification as the major source of railroad relief in the 1958 Act which was designed to alleviate a "deteriorating railroad situation."

The Commission's recommendations were sent by Chairman Tucker to the Senate Commerce Committee and the House Committee on Interstate and Foreign Commerce. Tucker said they were shaped up in the light of Commission experience with train-off cases, and "the criticism voiced by members of Congress, state officials and others concerned with those proceedings." The chairman of the Senate Committee, Senator Warren G. Magnuson (D.-Wash.), responded promptly by introducing an implementing bill—S.1175.

WHAT THE COMMISSION WANTS—Among other things, the Commission wants a basic seven months, instead of the present four months, to consider a train-off notice. And it wants to claim an additional two months, for a total of nine months, for its investigation of such notices. Moreover, it wants power to impose conditions under which involved trains would be operated, if it orders their continuance. Now, the Commission has only the option of letting a discontinuance notice take effect, or requiring continued operation of the train under previous fare and service conditions, or such modifications thereof as the railroad may decide upon.

Other Commission proposals would shift the burden of proof in train-off cases to railroads proposing the abandonments, and make it clear that all Commission decisions in such cases (except decisions not to investigate notices) are appealable to the courts. Interests opposing discontinuances now have the burden of proof, and the courts have determined that judicial review is available only in cases where the Commission requires railroads to continue trains.

FOR EXCEPTIONAL CASES—While present procedures are "substantially adequate for most discontinuance cases," the Commission feels that they are "strained by certain kinds of important or exceptional cases," Tucker said. He had in mind, for example, situations wherein an involved train serves "an extensive route with several large cities, or where a system of trains is involved."

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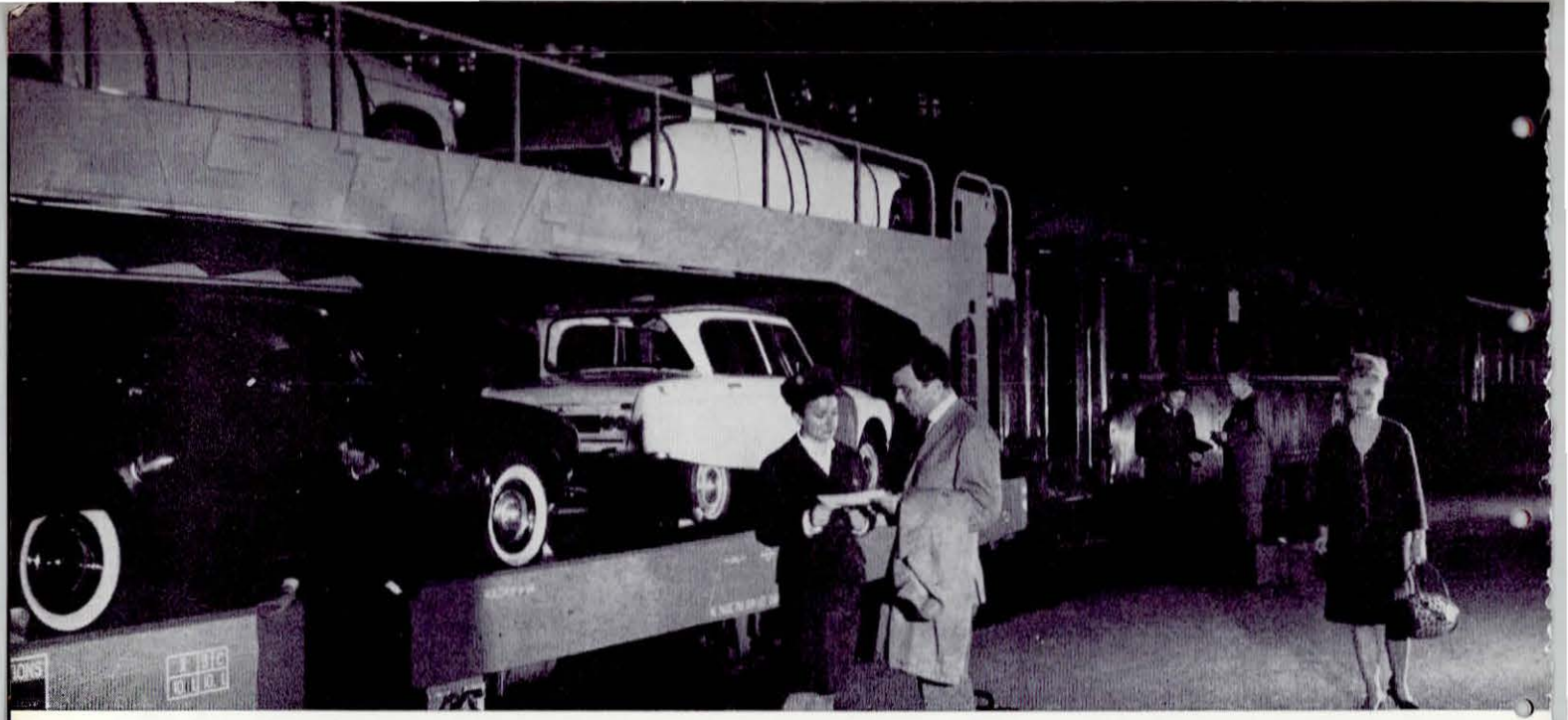
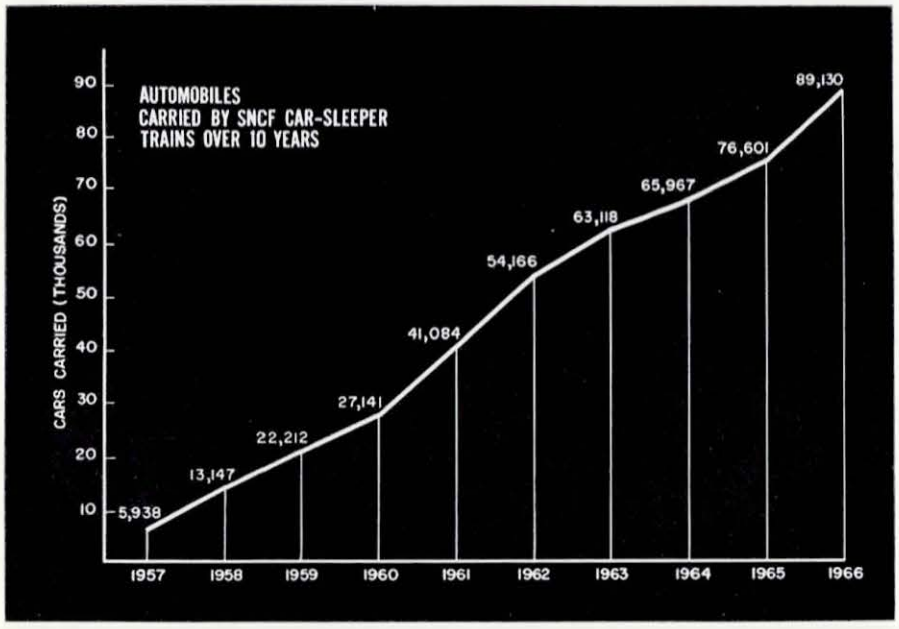


In France: 40 & 8 Chevaux-power

French National Railways (above) have had spectacular success with passenger-auto service since 1957 (see chart below).



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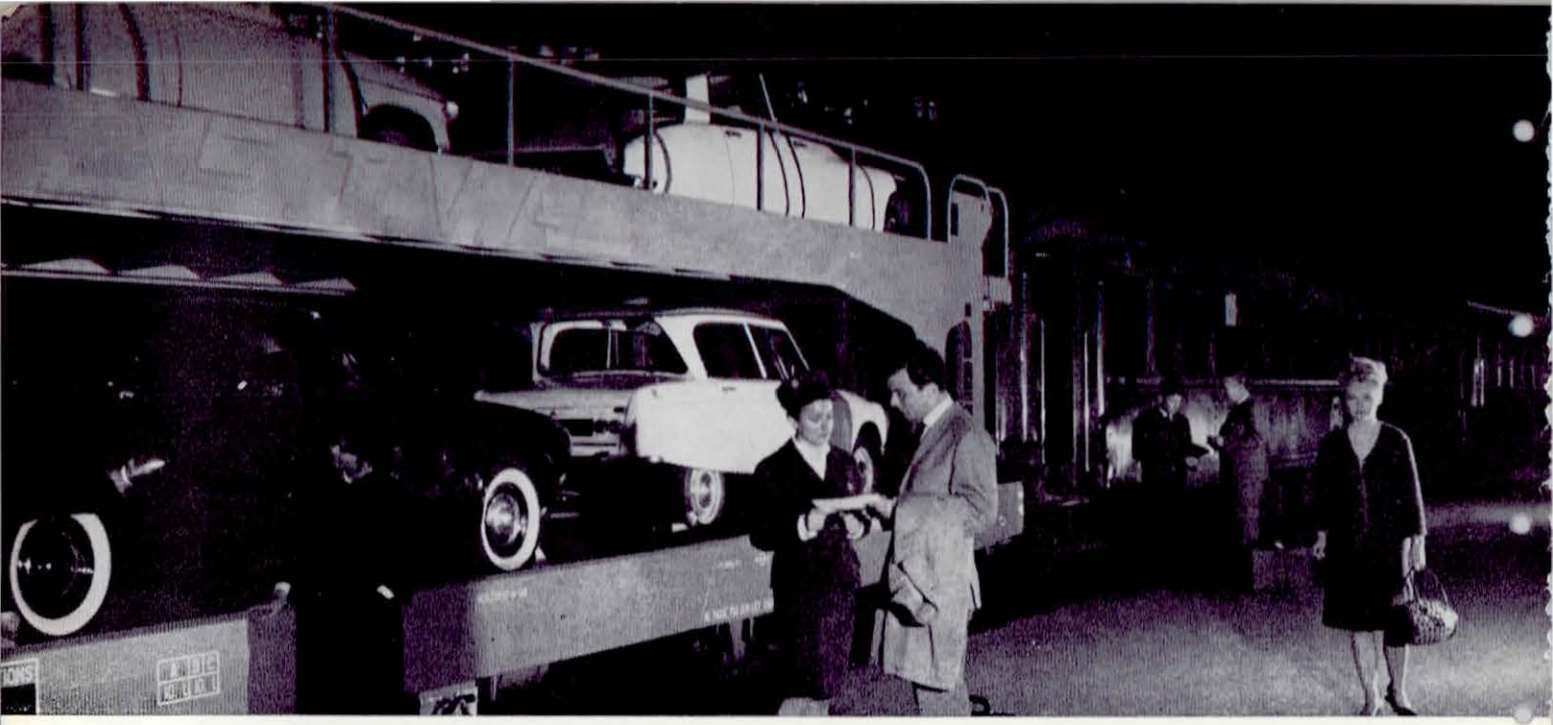
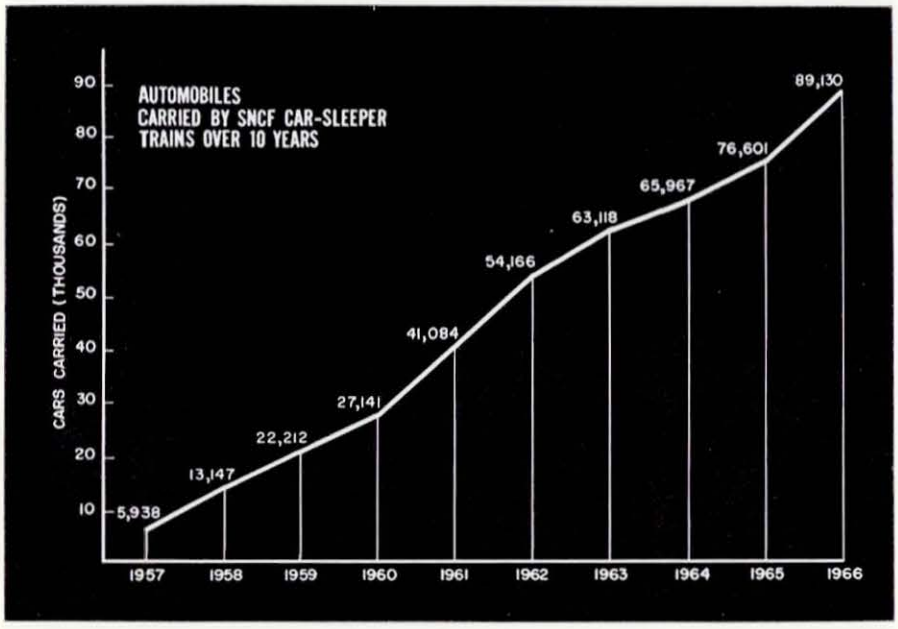


In France: 40 & 8 Chevaux-power

French National Railways (above) have had spectacular success with passenger-auto service since 1957 (see chart below).



In Europe you can take it with you

Tag-along auto service, no longer a novelty, is making money.

Driving aboard in London . . .

Motorists deliver cars to British Railways at Olympic terminal.

. . . Driving off in the country

Cars leave autocarrier at Fishguard, port for Southern Ireland.

By GEOFFREY WILSON

Carrying private automobiles by rail has become big business for Europe's railroads.

The idea behind the service is well put in one of British Railways' publicity messages: "Drive on to a car carrier at the rear of the train. Go to your berth—and sleep the miles away. Arrive next morning fresh, all set to go." Go, that is, on your motoring vacation in your chosen area, without the strain of driving several hundred miles to get there, through fair weather or foul and along Europe's increasingly traffic-jammed highways.

● **Millions in new business.** The idea is paying off handsomely. "Take your car on Britain's fastest, clearest road" runs another of BR's slogans that have won over motorists to the tune of more than $7,800,000 worth of new business. Says Robert Gemmell, traffic manager of BR's Scottish Region: "There has been a tremendous public demand for this kind of service. We cannot keep pace with expansion."

This year, British Railways will provide more than 1,200 auto spaces a week on its autocarrier services between England and Scotland alone, compared with 800 to 900 a week last year. And highly satisfied BR officers expect the business to double in five years.

● **Business booms on continent.** Traffic Manager Gemmell's opposite numbers in France and Germany in particular, are just as happy. On French National Railroads (SNCF), auto/sleeper train traffic has gone up fifteenfold since it began in 1957, from 5,938 vehicles carried in that year to 89,130 —and 228,095 motorists and their passengers—carried by the 26 services that operated last year. And still demand grows.

At first all SNCF services were summer only. Four are operating this winter, for the first time, linking Paris (and Brussels in neighboring Belgium) with centers in southern and Alpine France carefully chosen as being good starting-off points for vacationing motorists. To meet a new demand, SNCF is building double-deck autocarriers for a new Paris-Nice service.

In Britain, France or elsewhere, the procedure is much the same. The motorist drives to a special terminal and takes his auto over a ramp on to a waiting string of autocarrier cars. In many services, the rack cars are of the type the railroad uses to transport new autos from plants to distributors, so maximum use is made of the equipment.

● **Ready for vacation.** His auto handed over to the care of a railroad officer, the motorist settles in his reserved seat, sleeper berth or couchette. The complete train, rack cars coupled behind the day cars or sleepers, speeds him to his chosen destination untrammeled by highway hazards. There, the reverse procedure is soon completed and he is fresh and ready to drive away on his vacation. The big advantage: full use of the extra hours of touring time that rail travel on the first leg of the trip has given him.

British Railways divides its autocarrier services into two categories: "car-sleeper" (auto/sleeper) with overnight travel for the motorist in a sleeper berth; and "car-carrier"—for shorter distances —with daytime travel in the saloon or compartment of a day coach.

An extreme example of a BR auto/sleeper service, in point of both distance covered and facilities, is the one operating in summer between Stirling in central Scotland and the English Channel port of Newhaven. It is aimed to attract the Scottish motorist who would like to tour the European mainland but is daunted by the prospect of a 500- or 600-mile drive through half of Scotland and all England before glimpsing the sea and the French coast.

● **The costs.** Costs for the 500-mile Stirling - Newhaven run are $49 for driver and auto (over 14½ ft long), plus $16.8 for each extra passenger. The customer leaves Stirling at 8.10 p.m. and is into Newhaven at 8.36 next morning. There he pilots his auto aboard one of BR or SNCF's drive-on, drive-off ferry vessels for the 70-mile crossing to Dieppe in France.

The British motorist heading for an automobile tour of Ireland can enjoy a similar service. Auto/sleepers are ready to speed him and his auto from London to the Welsh packet ports of Holyhead or Fishguard, where another drive-on, drive-off ferry awaits.

SNCF autocarrier services benefit both the British and French motorist bound for southern sunshine. SNCF's excellent English-language publicity stresses the value of UK and Irish motorists of its services linking French Channel ports with the south. Last summer's program included 17 autocarrier services from the ports of Calais, Boulogne and Dieppe—as well as from Paris—to such destinations as Biarritz, Avignon, and Saint-Raphael in France, and Milan in Italy. Nor is the Belgian motorist forgotten. Soon an auto/sleeper will leave Brussels-Schaerbeek each afternoon at 4:45 p.m. to convey him and his auto to Saint-Raphael on the Riviera by 10:10 a.m. next day.

In Germany, too. German Federal Railroad (DB) is close to Britain and France in the lucrative and expanding business. This winter's DB tables show nine autocarrier services either starting from various points in the Federal Republic, or traversing it from starting points in neighboring Holland, and going to Munich, in southern Germany; Chiasso, on the Swiss-Italian border; Lörrach, close to where Germany, Switzerland and France meet; Avignon, in central-southern France; and Narbonne, in southwestern France. From these destinations it is only a short drive to the tourist areas of the Alps, Pyrenees or Mediterranean coast.

Short auto-shuttle services through some of the Alpine tunnels of Switzerland and Austria were already proving a boon to motorists before the first long-distance auto-carrier service was put on.

Many highways over Alpine dividers

Short-cutting the Alps

Autos on a Swiss Federal Railways' train wait to enter Gotthard Tunnel.

LUTHER MILLER

AS THE EDITOR SEES IT...

LET'S KEEP OUR HEADS—As the editor of the Wall Street Journal wryly pointed out the other day, the bearer of bad news is not a popular man. "In olden times," noted Vermont Royster, "one of the idiosyncrasies of kings was a propensity to chop off the heads of messegers who brought them bad tidings."

Mr. Royster's urbane lament was brought on by a published statement that the stock market took a recent plunge because the Wall Street Journal published some grim news on the state of business—including the sagging railway equipment market. This, protested Mr. Royster, was honoring his newspaper too much; blame not the messenger, he suggested, but the forces that produced the bad news.

This is a sensible suggestion; railway men will do well to bear it in mind as they ponder the disturbing events that last Thursday led to cancellation of the American Railway Progress Exposition. This is bitterly disappointing news to all of us. But blame must attach not to the men who made this difficult decision, but to those who set in motion the events that made it necessary.

WHAT HAPPENED, ANYWAY?—As early as January, many big suppliers were looking uneasily at the blank spaces suddenly appearing in their order books, and were taking a second hard look at budgets earmarked, in balmier and busier days, for the Chicago show. In February, at Oshkosh, Wis., the executive committee of the Railway Progress Institute reluctantly decided to recommend postponement of the exposition. No one acted precipitately. The views of the Association of American Railroads were solicited. The AAR board—composed of railroad chief executives, the men who do the buying—looked at their own corporate pocketbooks, and strongly recommended that the show be put off "to a more favorable year." In due course these recommendations got to the Combined Railway Suppliers. To say that there was heated discussion is putting it mildly. The decision that finally emerged must have been one of the most agonizing in our industry's history.

WHO'S TO BLAME?—In the view of many big suppliers, the chill that descended on the railway marketplace in the wake of suspension of the 7% investment tax credit made the exposition at this time unthinkable. Such a show must be more than a breast-beating exercise. It must create sales; and for every sale there must be a customer. How justify to stockholders and employees such a display of wealth and affluence (more hoped-for than real) at a time when you're talking layoffs and plant shutdowns?

But all railway suppliers were not affected by the tax-credit suspension that has so disrupted, temporarily, the operations of car and locomotive builders. Far from it. And many of these wanted to go on with the show. We hope they do, through whatever makeshift arrangements are possible. For one thing, this will help put the recent "bad news" into proper focus. It will be bad for all of us if the impression is left with the public that the railroads are faltering—that the long-range view is one of gloom, doom and disaster. Nothing could be farther from the truth.

It will be equally bad, however, if the full consequences of the federal government's effort to manipulate private industry's buying power is not brought home to the men who can correct the situation. The hammering home of this point in Congress could be a fringe benefit of last week's sad news.

are steep and tortuous. In winter, most are blocked by snow. In summer, all are clogged by touring autos and buses. But well-graded trunk railroads thread the Alps by some of the world's longest tunnels. To make use of them to shuttle autos through was an obviously enterprising move.

• **Auto reception terminals.** Such stations as Goschenen and Airolo, at the northern and southern ends, respectively, of the 9 1/3-mile Gotthard Tunnel of Swiss Federal Railroads (SBB), have auto reception terminals where motorists, eliminating the worst parts of their Alpine highway journey, drive their autos on to waiting flat cars and stay in them for the tunnel transit of perhaps 20 minutes. A frequent service keeps waiting time at terminals to the minimum. In high summer, though, when the heavy ordinary and tourist train traffic taxes routes like the Gotthard to the limit of capacity, railroadmen must work prodigiously to keep everything moving freely.

The 12 1/3-mile Simplon and 9-mile Loetschberg tunnels, also in Switzerland, likewise do a brisk auto-shuttling business. So, too, does the 5 1/3-mile Tauern Tunnel in Austria, which in 1965 registered the impressive total of 543,000 highway vehicles—515,000 of them autos—conveyed on 16,540 trips, and over single-line. The total was 170,000 more than in 1963.

• **New tunnel ahead?** So well does the auto-shuttle work that the projected north-south superhighway being built through Switzerland, roughly parallel to the Gotthard railroad, may pierce the Alps by a new Gotthard Tunnel. The tunnel would be specially built for taking highway vehicles on rails, instead of a drive-through highway tunnel with its attendant ventilation problems.

A more elaborate version of the Alpine shuttles will be adopted for the Channel Tunnel which Britain and France have at long last agreed to build. Motorist will drive on to, and remain on, flat cars which will shuttle as complete trains between the tunnel-mouth terminals, 70 kilometers apart, on the British and French sides of the 20-mile Straits of Dover.

Fresh ideas came up last October when British Transport Minister Mrs. Barbara Castle went to France to talk about the tunnel with senior French ministers. They and SNCF high officers traveled from Paris to Fontainebleau in a train of flat cars with autos aboard, to study types of equipment suitable. Such equipment—possibly an improved type of double-tier car—will have to move perhaps 3,600 highway vehicles an hour—trucks and buses as well as autos—through the tunnel at peak periods, sandwiched in between normal London-Continental trains. ■

Howard J. Russell
Whitehead & Kales

Paul O. Sichert
Budd

SUPPLY TRADE

Howard J. Russell has been named regional sales representative, Railroad Division, **Whitehead & Kales Co.** He will head the new Chicago sales office. Mr. Russell has been associated with the railroad equipment field since 1939. Having served with ACF and Pullman, he was most recently administrative vice president, Standard Railway Equipment Division, **Stanray Corp.**

Paul O. Sichert, corporate manager, market development department, **The Budd Co.,** Philadelphia, has been appointed corporate manager, advertising and market development department (RA, March 6, p. 48). Mr. Sichert's position is a new one, created by the merger of the advertising and public relations department and the market development department. His responsibilities will include public relations.

Peter Hoagland has been appointed advertising sales representative, Western Region, Railway Division, **Simmons-Boardman Publishing Corp.,** at Chicago. Mr. Hoagland will cover accounts in western Michigan, Indiana, southern Illinois, and eastern Missouri.

Ross Mandic has joined S-B as advertising sales representative, Railway Division, at Pittsburgh, Pa. He will cover accounts in western Pennsylvania, Ohio and eastern Michigan. Mr. Mandic was formerly with the **Pennsylvania** where he held various positions in the passenger traffic, personnel, operating and freight traffic departments over a period of 25 years.

On March 1 the Atlanta office of the **Westinghouse Air Brake Division of Westinghouse Air Brake Co.,** moved to 1815 First National Bank Building, 2 Peachtree Street, Atlanta, Ga. 30303.

Roger A. Lehrke, supervisor signals, **Great Northern,** Willmar, Minn., joined **Railroad Accessories Corp.,** Minneapolis, Minn., on March 1 as a sales and service representative in the northwest territory.

Cornelius A. Gallagher has been appointed manager of application engineering, Railroad Products Division, **Servo Corp. of America,** Hicksville, Long Island, N.Y. Mr. Gallagher was formerly senior engineer.

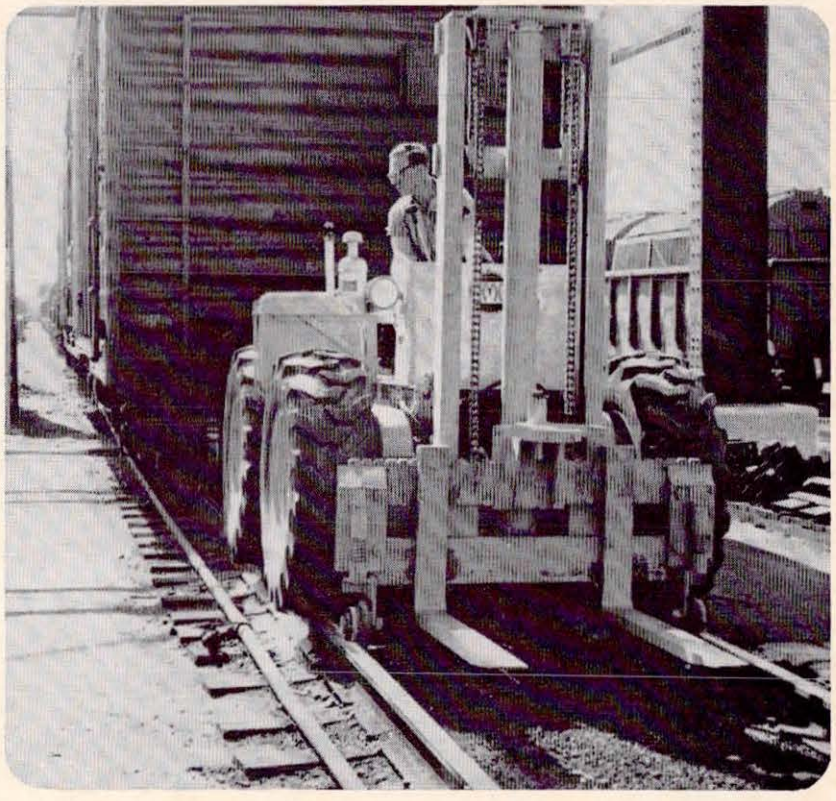
Arthur Jean Hale has been named district manager of the newly established Oklahoma City sales office of the **Okonite Co.** at 2901 Classen Blvd., Suite 235. Mr. Hale was formerly a manufacturer's agent.

Larry E. Webber has joined the sales staff of the Milwaukee district office of Okonite. Mr. Webber was formerly with General Cable Corp.

Move cars Lift-Doze Excavate Load Plow snow

Shown here (with fork lift attachment) moving a string of 23 cars, totalling 677 tons. Tremendous traction for handling long strings of cars! Use its fork lift capacity of 6000 lbs . . . or attach a dozer blade, snow plow, back hoe or other accessory. Fork lift model also will handle special RMC Snow Blower attachment. Ask for bulletin.

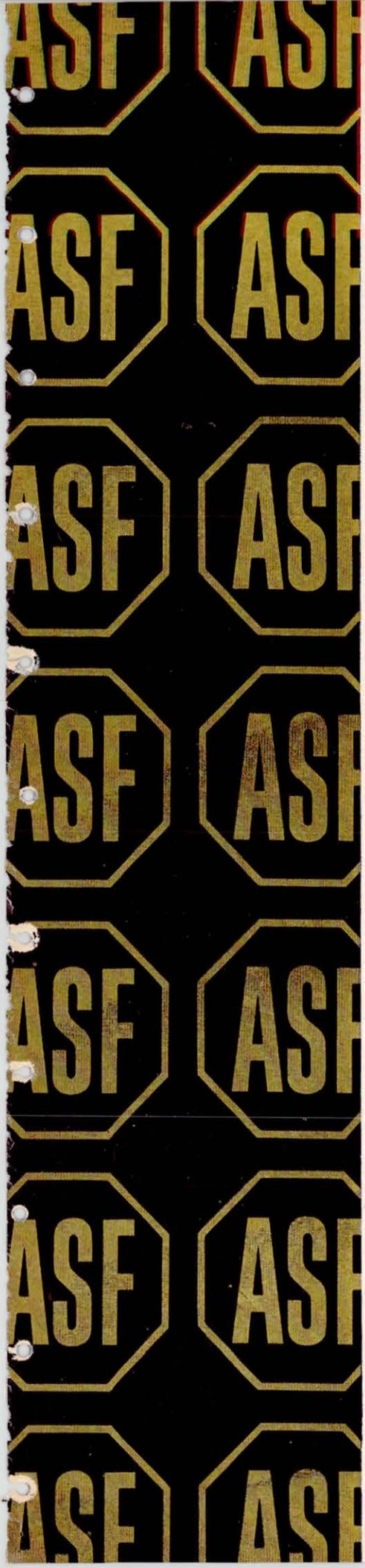
■ RAILWAY MAINTENANCE CORPORATION, Box 1888, Pittsburgh, Pennsylvania 15230



RMC CAR MOVER

Circle 11 on reader service card

RAILROAD HALL OF FAME



There is only one Cast Steel Unit Brake Beam

ASF

In practically every field there always seems to be an acknowledged leader . . . and everybody in that field knows exactly who it is! This is how railroaders classify the ASF Cast Steel Unit Brake Beam. Many call it "the Cadillac of the industry."

Why do so many knowledgeable railroads specify this product? It's because they trust its one-piece design . . . nothing to fall on the track! Longer life means less maintenance, too. Besides, it's furnished in a complete range of sizes with inborn capacity to handle higher brake pressures.

And, it's comforting to know that this brake beam never suffers from looseness that could develop false piston travel.

If you would like more facts, why not see your ASF representative right away? Or write to American Steel Foundries, 1005 Prudential Plaza, Chicago, Illinois 60601.

ASF American Steel Foundries
ONE OF THE Amsted INDUSTRIES

Circle 12 on reader service card

How ACL improves crossing safety

The Coast Line's new grade-crossing-safety campaign has been set up by the public relations department. The low-cost program is regarded as an unqualified success.

Railroad grade crossings can involve public relations in the most literal sense. In 1965, for example, 1,530 persons died when trains and automobiles "public-related" in grinding crashes.

Anyone reading the statistics is aware that such accidents are on the increase—and the casualty figures are alarming (RA, Jan. 23, p. 14). The railroads, labor unions and the federal and state agencies charged with highway-railroad safety have given the problem top priority.

Meanwhile, individual railroads are going ahead with safety campaigns of their own. One good example is the Atlantic Coast Line.

The Coast Line inaugurated a grade crossing education program on January 1 of this year that is proving to be very popular and effective.

Basically, it consists of employing the services of the ACL speakers' bureau, which has been set up by the public relations department, and has members on each of that railroad's divisions available for public-speaking engagements.

The ACL public relations staff has produced an effective and informative slide series—with startlingly realistic sound effects—accompanied by a taped message. A speaker introduces the program and closes it.

The program is about 22 minutes long and the speaker is then available for questions from the audience. For civic luncheon clubs, which usually prefer to have programs of about 20 minutes in length, the program can be shortened to fit the time slot.

● **Audiences are large.** Aptly entitled "The Crossroads of Life"—with the sub-title "For the life of you . . . Obey these signs"—ACL's program has been an unqualified success in the short time it has been in operation.

More than 70 speeches have been made before audiences that have included up to 2,500 people in one day.

The speeches by the Coast Line's speakers' bureau are getting wide play with the National Safety Council, the Florida Highway Patrol (other states are asking for the slides and tape set), and by other regulatory bodies.

Initially, 15 "crossing safety" kits were made up, but these are now so much in demand that additional sets have been ordered. Each division on the railroad has its own kit, but several requests have been made for two speeches on crossing safety in one day on the same division.

Thus far, such conflicts have been resolved by sending sets from other divisions, but the demand is increasing to the point where the additional material is needed.

● **Billboards are used.** The speakers' bureau on the railroad is made up of selected supervisory personnel in all capacities. They were called in for a briefing at the start of the campaign. They not only make the presentations, they also promote the ancillary features of the program.

The public relations department has taken to the highway itself to produce some excellent billboard copy. Billboard messages do not include the name of the railroad, but simply promote crossing safety. The material is available to outdoor advertising companies for use on billboards which they allot for free public service advertising. Members of the speakers' bureau in the states served by the Coast Line arrange with the billboard companies for use of this public service space for the message and the large size, 24-panel billboard posters are sent from ACL headquarters in Jacksonville. Some 30 of these billboard signs are already up along the ACL system and more are being posted every day.

In somewhat the same fashion, mats for newspapers, tapes for radio stations, and tapes and slides for television stations are distributed throughout the system for use in spot announcements. The radio and TV spots do not mention the name of the railroad and are used on a public service basis. A Jacksonville, television station, in cooperation with the National Safety Council, had a negative made of the entire series of slides and showed it as a regular half hour program.

● **Printed material available.** Brochures pointing out the dangers at points where railroad and highway meet are distributed at all meetings where presentations are made. The colorful booklets highlight and promote the "Crossroads of Life" program with illustrations that are graphic and attention-getting.

Who listens? A wide variety of people, apparently, as is indicated by the snowballing of demands for presentations and for other materials distributed by ACL.

Among the many groups that have asked for the presentations are church organizations, civic clubs, women's clubs, police associations, junior chambers of commerce, and safety councils.

Also, and importantly, there has been a wide presentation to driver education class students in high schools. In Conway, S. C., for example, the three high schools in the county combined to send 2,500 students to witness the presentation in one day.

Another important facet has been the presentation at military bases along the line. The huge Marine Quartermaster Depot at Albany, Ga., had hundreds of truck drivers attend the ACL presentations.

School bus drivers get a lot of attention from Coast Line safety men. The Coast Line believes that exposure to this group is particularly important—pointed up by some research it made following a bad accident at grade, involving a propane tank truck, in which three men were killed. Study of the crossing indicated that school buses were continually driving through with-

out stopping. During 1965 reports on some 200 near misses that were researched showed that 60 of these almost-accidents involved school bus drivers who flagrantly violated both the law and common sense.

• **Inexpensive success.** For a program that has produced amazing results in an amazingly short time, the costs to ACL have been quite low. The billboard exposure is free, except for the cost of paper and printing, as are the radio and TV spots, given by the stations as a public service. No expense was spared at making the brochures attractive and graphic as well. But the total cost of the program has been minimal.

"We were, of course, cognizant of costs," says Don Martin, assistant vice president in charge of public relations, "although President Rice was sufficiently sold on the program as to give us a free hand." And then Martin made this telling point. "The damages awarded by one jury in one grade crossing death or injury case are such that, if we avoided only one accident as a result of all this—and we'll do much better than that—we'd still be ahead of the game." ■

CN gets ready for Expo '67

Opening of Canada's first world's fair—Expo '67—is a little more than a month away, and Canadian National is ready for the busiest passenger season in its history.

CN has bought or leased from U.S. and other Canadian railroads equipment to provide an additional 2,000 sleeping spaces and 7,500 seats. In addition to the hundreds of leased or rebuilt cars added to CN's passenger fleet, the railroad will soon get delivery of five new Turbotrains for Montreal-Toronto service, and five fast lightweight trains for southwestern Ontario.

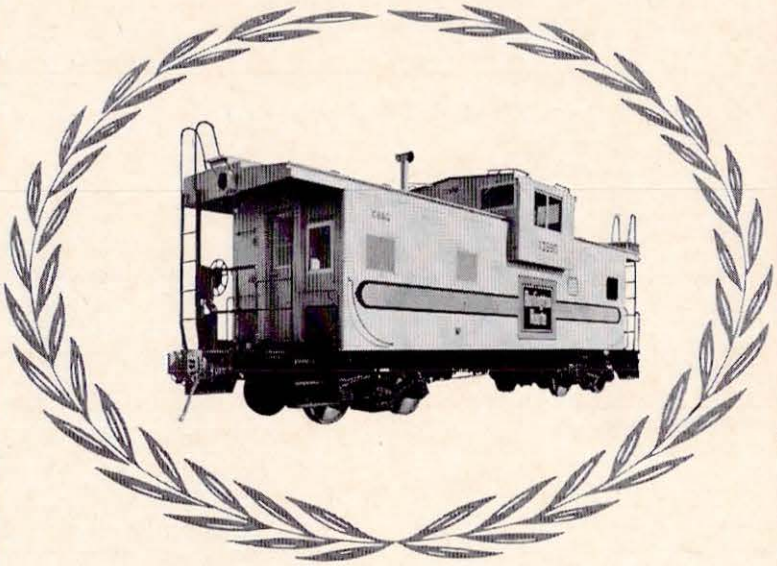
CN Passenger Sales Vice President Jean H. Richer said the railroad will have more mainline trains with more capacity than at any other time in its history.

"Everything possible is being done to accommodate groups, particularly students," Richer adds. "Reservations have already been confirmed for more than 80,000 young people from all parts of Canada to visit Montreal and other points. And we are working on arrangements for thousands more."

Richer said CN has an unprecedented amount of space available for individual and family travel. ■

Burlington Route

RE-ORDERS INTERNATIONAL CABOOSES



Better construction, more safety features, increased crew comfort, superior protection against vandalism — all of these are reasons why the Chicago, Burlington & Quincy has again re-ordered International Caboose Cars.

We're proud of that fact — proud of our standing with both railroad management and the railroad brotherhoods. Their confidence has helped make us the world's largest independent caboose builders.

Other railroads that have consistently re-ordered International Cabooses include *B&M, BRC, C&EI, CNW, CRIP, D&H, EJ&E, GBW, GM&O, GN, GTW, LIRR, MEC, SAL, SOO, SP, SSW, TRRA, UP.*

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Circle 13 on reader service card

"Operation: Speed up"

Denver & Rio Grande Western Railroad, the independent Rocky Mountain leveler, has turned away from the hold-for-tonnage philosophy and has firmly committed itself to moving freight in short, fast, frequent trains. Proud of its crack trains, D&RGW president, G. B. Aydelott takes the position: *"We aren't in business just to have the best operating ratio in the country. We started this kind of operation with the idea that shippers of more and more commodities—including lumber—want faster service. So we decided to run the railroad to suit the customer, not the operating ratio."*

There are advantages in cutting down the length of the trains and speeding up the service.

- Helper-locomotive service has been eliminated.
- Power availability has been improved.
- Yard congestion has been reduced.

D&RGW freight trains are now running a maximum of 4,000 tons. Hot-shot freights run at 2,200 to 2,400 tons. For example, it used to take the old, long train 18 to 24 hours to make the Denver and Salt Lake City run. Now D&RGW has from 12 to 14 freight schedules a day (depending on day of the week) between Denver and Salt Lake, which make the run in exactly the same elapsed time as the California Zephyr—13 hours and 10 minutes! Several others are nearly as fast.

The success of this opposite trend in railroading has been profitable for D&RGW. The speeded up schedules result in faster turn-around times for motive power. This in turn, pays for itself many times over just in improved car utilization.

American Oil Company helps railroads like the thriving D&RGW by offering specialized technical assistance, convenient supply points, and research-improved, quality-controlled fuels and lubricants. American Oil Company, 910 South Michigan Avenue, Chicago, Illinois 60680

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EVERETT McNEAR

MARKET OUTLOOK

Carloadings

Loadings of revenue freight in the week ended Mar. 4 totaled 533,870 cars, the Association of American Railroads announced on Mar. 9. This was an increase of 29,599 cars, or 5.9%, compared with the previous week; a decrease of 10,966 cars, or 2.0%, compared with the corresponding week last year; and an increase of 2,212 cars, or 0.4%, compared with the equivalent 1965 week. Ton-miles generated by carloadings in the week ended Mar. 4 are estimated at 14.1 billion, an increase of 1.9% above the corresponding week of 1966, and 12.5% above the 1965 week.

REVENUE FREIGHT CARLOADINGS
For the week ended Saturday, March 4

District	1967	1966	1965
Eastern, including Allegheny and Pocahontas ..	206,901	225,903	228,214
Southern	118,753	110,757	107,320
Total Eastern and Southern Districts	325,654	336,660	335,534
Northwestern .	62,630	58,921	58,055
Central Western	107,396	108,284	101,695
Southwestern .	38,190	40,971	36,374
Total Western Districts	208,216	208,176	196,124
Total All Roads	533,870	544,836	531,658
Commodities:			
Grain and Grain products	52,049	55,946	44,591
Livestock	1,390	1,645	2,320
Coal	106,966	106,813	100,046
Coke	6,898	8,531	8,875
Forest Products	41,894	37,117	36,692
Ore	17,982	17,701	21,543
Merchandise l.c.l.	5,054	6,516	10,043
Miscellaneous .	301,637	310,567	307,548
March 4	533,870	544,836	531,658
Feb. 25	504,271	536,003	504,689
Feb. 18	530,671	537,702	529,594
Feb. 11	499,811	534,350	512,582
Feb. 4	519,679	487,617	501,186
Cumulaive total, 9 weeks	4,636,853	4,743,236	4,693,706
Estimated revenue ton-miles (billions) 9 weeks	122.4	120.8	111.4

PIGGYBACK CARLOADINGS—U. S. piggyback loadings for the week ended Feb. 25 totaled 22,321 cars, carrying 36,823 trailers, compared with 20,691 cars, carrying 34,529 trailers, in the corresponding 1966 week. Loadings for 1967 up to Feb. 25 totaled 170,282 cars, carrying 276,587 trailers, compared with 160,482 cars, carrying 263,769 trailers, in the corresponding period of 1966.

IN CANADA—Carloadings for the seven-day period ended Feb. 21 totaled 68,741 cars, compared with 69,150 for the previous seven-day period, according to the Dominion Bureau of Statistics.

	Revenue Cars Loaded	Total Cars Rec'd from Connections
Totals for Canada		
Feb. 21, 1967.....	68,741	25,493
Feb. 21, 1966.....	74,350	26,049
Cumulative Totals		
Feb. 21, 1967.....	509,569	180,311
Feb. 21, 1966.....	519,532	181,504

FREIGHT TRAIN CARS

► *Chicago & North Western.*—Ordered 1,000 50½-ft box cars from ACF at a cost of approximately $13.5 million. Cars will be equipped with cushion underframe, nailable steel flooring, 10-ft doors and roller-bearing trucks. Deliveries are to begin in mid-July and continue at a rate of about 100 cars per week. C&NW Chairman and President Ben W. Heineman said that "because of a sharply-reduced backlog in freight-car orders, we have been assured delivery . . . at a time when we experience a seasonal peak demand for such equipment." The cutdown in the backlog, Heineman said, has been due primarily to suspension of the 7% investment credit—but because of C&NW's present income-tax situation, it isn't affected by the suspension. With the new order, North Western's railroad capital-improvement program now involves expenditure of $60 million.

► *Trailer Train.*—Placed orders for an additional 573 new cars, all standard level. ACF will supply 150, Bethlehem 298 and Pullman-Standard 125. The new order brings Trailer Train purchases of new cars since Jan. 1 to 1,137. On Feb. 27 TTX had 39,128 cars in service or on order.

LOCOMOTIVES

► *Bessemer & Lake Erie.*—The B&LE has placed an order with the Electro-Motive Division of General Motors for three new SD38 locomotives. The new six-motor diesel-electric units will have a 2,000-hp rating. Total loaded weight on rails, including water, sand, lubricating and fuel oil of an SD38, is approximately 417,000 lb. Delivery is scheduled for May 1967.

NEW FACILITIES

► *Great Northern.*—Ordered CTC equipment from General Railway Signal. A Traffic Master console at Havre, Mont., will enable control of 21 remote locations on the 93-mile Kalispell line.

CAR OWNERSHIP

► *Serviceable cars decline.*—Revenue freight cars in serviceable condition owned by Class I railroads on Feb. 1 totaled 1,421,406, compared with 1,400,413 on Feb. 1, 1966, according to most recent AAR Car Service Division report. Estimated total ownership of all railroad- and privately-owned revenue freight cars on Feb. 1 was 1,820,884 (average capacity: 61.31 tons), compared with 1,793,415 (average capacity: 59.68 tons), on Feb. 1, 1966.

ESTIMATED OWNERSHIP—ALL REVENUE FREIGHT CARS

(Feb. 1, 1967 vs. Feb. 1, 1966)

		Box	Covered Hopper	Gondola	Hopper	Flat	Refrig.	All Others	Total
Class I	1967	581,024	106,182	206,755	428,306	65,862	49,206	58,705	1,496,040
	1966	580,730	92,730	214,018	427,304	61,099	44,331	58,991	1,479,203
RRO&C Refrig.*	1967	0	0	0	0	0	53,437	0	53,437
	1966	0	0	0	0	0	55,308	0	55,308
Private	1967	1,744	22,158	1,041	1,410	33,891	15,088	168,640	243,972
	1966	1,739	15,538	679	1,251	25,784	17,793	165,120	227,904
Class II & S&T †	1967	9,183	849	5,486	9,359	935	472	1,151	27,435
	1966	9,656	794	6,421	11,558	562	204	1,805	31,000
GRAND TOTAL	1967	591,951	129,189	213,282	439,075	100,688	118,203	228,496	1,820,884
	1966	592,125	109,062	221,118	440,113	87,445	117,636	225,916	1,793,415

*Railroad owned and controlled refrigerator car lines.
†Class II railroads and switching and terminal companies.

YOU OUGHT TO KNOW

Burlington's Murphy dies: Harry C. Murphy, 74, who retired two years ago as president of the Burlington, died Mar. 4 at his home in Aurora, Ill. Murphy, a quiet, modest Iowa-born Irishman whose railroad career spanned 51 years, became president of the CB&Q in 1949. A World War I flyer, he started work on the railroad in the accounting department, rose through various operating posts over the years. He was an engineering graduate of Iowa State College, and is credited with implementing many operating innovations on the Burlington. He long tenure became known as "the remarkable era of Harry C. Murphy." When he retired in July 1965 a Burlington officer, speaking for his co-workers, had this tribute: "Harry Murphy earned an affection and esteem that perhaps no other president has exceeded and few have equaled. . . . He will leave the railroad very much in debt to him."

Idea payoff on GN: As of April 1, Great Northern employees can start qualifying to collect cash for their money-saving ideas. GN is starting an employee-award suggestion system in the mechanical department, and will later expand the plan to cover all departments. Award winners will get a cash prize based on the net savings resulting from application of their ideas.

ICC will probe accident: The ICC will conduct a formal investigation of a grade-crossing accident that took nine lives in Sacramento, Calif., Feb. 22 when a station wagon and a Southern Pacific train collided. The ICC has invited the California PUC to join in the investigation. The Commission has also directed its Bureau of Railroad Safety and Service and its Bureau of Enforcement to participate in the probe with the view of developing whether any federal regulations were violated, and uncovering "facts, circumstances and conditions which may lead to a recommendation tending to the prevention of such accidents in the future."

Award for NYC: The New York Central will receive President Johnson's "E" Certificate for Export Service at a Mar. 14 ceremony in Washington. The award is in recognition of what Central's through-container service has done to promote export sales. The certificate will be presented to NYC President Alfred E. Perlman by Secretary of Transportation Alan S. Boyd.

Plant expansion scheduled: Despite slumping car orders, International Car, subsidiary of Nationwide Industries, Inc., Chicago, is spending more than $100,000 to expand caboose manufacturing facilities at Kenton, Ohio. An additional 10 acres of land adjacent to the plant will be purchased for further expansion of the manufacturing area later this year.

Two transport conferences: Northwestern University's Transportation Center will sponsor two Spring conferences of interest to railroad officers. On Mar. 20-22, the third management conference on "Financial Prospects for Transportation" will be held at the Evanston, Ill., campus, and from April 29 to May 26 the Center will hold its "Advanced Transportation Management Program."

"Doing it right" on the NYC: A "Zero Defects" program has been initiated at the New York Central's Collinwood diesel locomotive shop in an attempt to achieve error-free performance by crews repairing and overhauling locomotives. Collinwood handles all of NYC's heavy locomotive work. The program includes the display of posters, suggestion boxes, special pamphlets and meetings of supervisors and their work gangs. Awards are given to encourage and motivate perfection.

Truck tonnage: Intercity truck tonnage in the week ended Feb. 25 was 4.0% below that of the previous week, and 3.5% below the volume in the corresponding week of 1966, according to reports released by the American Trucking Associations.

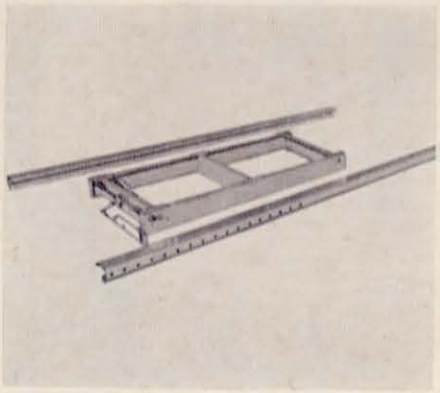
Current statistics

Net Income	
12 mos., 1966	$902,000,000
12 mos., 1965	815,000,000
Carloadings, revenue freight	
9 wks., 1967	4,636,853
9 wks., 1966	4,743,236
Freight cars on order	
Feb. 1, 1967	51,450
Feb. 1, 1966	45,754
Freight cars delivered	
1 mo., 1967	7,217
1 mo., 1966	7,724
Serviceable cars	
Feb. 1, 1967	1,421,406
Feb. 1, 1966	1,400,413

NEW PRODUCTS REPORT

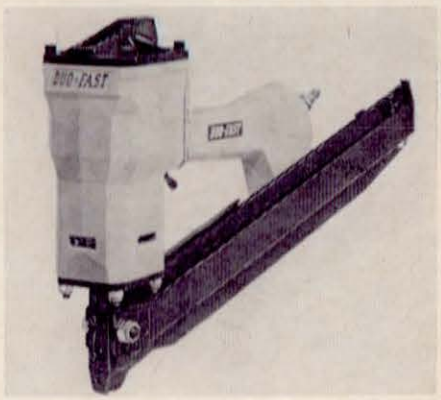
Rechargeable Lanterns (RA-1)

For heavy-duty portable lighting, the RMF 801 and RMF 803 lanterns, powered by 6-volt, 8-amp-hr sealed lead-acid batteries, are said to produce 13,500 beam candlepower at an operating cost of less than one quarter that of lanterns using standard dry cells. The lanterns never require water and can be recharged over 200 times, with each discharge lasting as long as 6.4 continuous hours. Average cost of recharging is less than 1 cent. *Electric Storage Battery Co.*



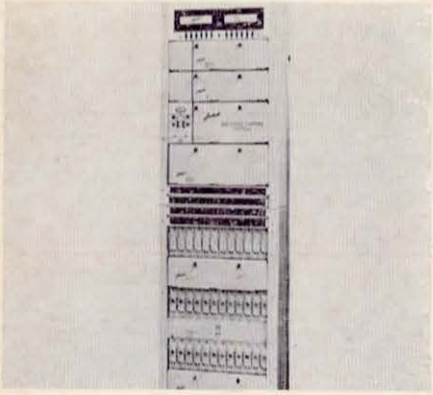
Sliding Tandems (RA-2)

Simplified front locking mechanism of Model 5645 sliding and rolling tandem for fleet operations assures stronger, more positive engagement. Upper rails are reinforced, and lower slide frame configuration is engineered for reduced weight and greater resistance to abuse. The Model 7000 roller tandem can be had either for manual operation, or with patented preselector. Its 8-roller design is said to ease positioning and positive tracking. *Binkley Co.*



Pneumatic Nailer (RA-3)

The Duo-Fast portable nailer drives full, round-head nails—from 6d Common through 16D Sinkers, including ring-shank and screw-shank nails up to 3 in. long—into the hardest wood at 80 psi with a single impact; 6d nails, into construction lumber at 50 psi. The tool, the manufacturer says, is being used successfully to install lining in new box cars and for upgrading older cars. A valve-in-line mechanism prevents accidental firing. *Duo-Fast Fastener Corp.*



Cable Carrier (RA-4)

A 24-channel synchronized solid-state system has been developed for use in short-haul applications including intertoll and toll-connecting trunks. The cable carrier system has been specially designed for full data-loading at levels as high as -5dBmO per channel. All channels may be fully utilized in any combination of data or toll quality voice traffic. Single-sideband suppressed-carrier techniques are used in the modulation scheme. *Lenkurt Electric Co., Inc.*

Control System (RA-5)

A remote control data system is designed to operate over existing communications facilities. It can handle 45 remote stations on a two-wire basis. Up to 45 functions can be controlled at each station. Discrete station selection is accomplished by operation of a switch. All commands are performed by digital coding of a single tone in the voice band. The data tone and voice are automatically separated at remote locations. *Electronic Modules Corp.*

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PEOPLE

CHICAGO & NORTH WESTERN.—John W. Keller, assistant freight traffic manager-rates and divisions, Chicago, appointed freight traffic manager-rates and divisions there. **Herman E. Falldin** named general freight agent-divisions, Chicago, succeeding **H. H. Motzer,** who retired Jan. 31 after 44 years of service.

John E. Shaffer, vice president, **Hartwig-Shaffer, Inc.,** named director of industrial development, **C&NW,** to succeed **Gene F. Cermak,** appointed assistant vice president-sales planning (RA, Dec. 19/26, 1966, p. 66).

D. G. Dorgan, trainmaster, Galena division, Sterling, Ill., transferred to the Chicago Freight Terminal, Chicago, replacing **A. H. Malecha,** transferred to the Galena division, West Chicago, Ill. Mr. Malecha succeeds **R. I. Frederickson,** who replaces Mr. Dorgan at Sterling. **K. D. Shreffler,** trainmaster, M&StL division, Marshalltown, Iowa, transferred to the Black Hills division, Rapid City, S.D., to replace **W. J. Hennigan,** retired. Mr. Shreffler's successor is **J. J. Ligas, Jr.,** assistant trainmaster, Iowa division, Eagle Grove, Iowa. **G. M. Willoughby,** trainmaster, Iowa division, Cedar Rapids, Iowa, succeeds Mr. Ligas. **E. R. Esshom,** safety supervisor, Chicago, replaces Mr. Willoughby, and in turn is replaced by **T. F. Killian.**

ILLINOIS CENTRAL.—John M. Trissal named vice president, real estate and development for the railroad and **Illinois Central Industries, Inc.** He was formerly vice president, development of the railroad and the Industries.

Robert M. Kappel named manager, coal rates, and **Robert J. Neubauer,** assistant manager, coal rates, both with headquarters at Chicago.

KANSAS CITY SOUTHERN.—R. P. Bammes elected vice president of the railroad and **Kansas City Southern Industries, Inc.,** with headquarters at Kansas City, Mo. He will have jurisdiction over all data processing, programs, and procedures matters.

LOUISVILLE & NASHVILLE.—John L. Yerby, Jr., commercial agent, Birmingham, Ala., appointed general agent. **Lawrence F. Lasik,** chief clerk, Cleveland, named freight traffic agent, Pittsburgh.

MILWAUKEE.—George F. Flynn, district manager of foreign freight sales, Seattle, appointed assistant manager-foreign freight sales, Chicago.

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Craven named trainmaster, Harlingen, Tex., to succeed **G. D. Richey,** retired. **R. B. Schoultz,** terminal trainmaster, Alexandria, La., named trainmaster there. **R. L. Brewer,** assistant trainmaster, El Dorado, Ark., replaces Mr. Schoultz.

P. E. Resetar, traffic representative, San Francisco, appointed general agent there.

Dan R. Lambden named public relations representative, Houston. He was formerly associated with **Standard Oil of California** as an editorial associate and consultant to Standard's companies on employee communications.

MONON.—**Samuel T. Brown** elected chairman, president and chief executive officer (RA, Feb. 27, p. 11). Mr. Brown, a member of the road's executive committee and a director, succeeds **William C. Coleman,** who chose not to be a candidate for re-election at the April 19 annual shareholders' meeting.

NORTHERN PACIFIC.—The Lake Superior operating division has been consolidated into the St. Paul division.

James D. Nankivell, freight traffic manager, named to the newly created position of general manager-sales, with headquarters remaining at St. Paul.

PENNSYLVANIA.—**David S. Keim,** district passenger agent, Philadelphia, appointed general passenger agent, Chicago, to succeed **William L. Wright, Jr.,** retired.

William P. Eckfeldt, assistant vice president and sales manager, Baltimore, appointed sales manager, Eastern district, Philadelphia, succeeding **Charles A. Fritzson,** named to the new position of sales manager—food products.

ROCK ISLAND.—**Leroy O. Ladish** named region sales manager-trailer service department, with headquarters at Houston.

The Rock Island has abolished the Central division and expanded the Illinois, Des Moines, Missouri-Kansas and Southern divisions. Headquarters of the Illinois division have been moved from Chicago to Silvis, Ill.

David E. Visney, superintendent, Central division, Des Moines, named manager of car distribution and utilization, Chicago.

SOO LINE.—**Duane E. Harff** named assistant to general freight traffic manager-marketing, Minneapolis, and **Edward G. Bellerive,** assistant to freight traffic manager-marketing, Chicago. **M. C. Pearson** appointed general agent, Eau Claire, Wis., succeeding **G. G. Nightingale,** resigned. **H. M. Koenig,** general agent, Houston, transferred to Pittsburgh, to replace **R. J. Peterson,** resigned. **G. O. LeDoux** succeeds Mr. Koenig.

TERMINAL RAILROAD ASSN. OF ST. LOUIS.—**George F. Gunn, Jr.** named general attorney.

OBITUARY

James J. Mahoney, 80, retired general superintendent of transportation, **Santa Fe,** died Feb. 21 in Wesley Memorial Hospital, Chicago.

Benedict J. Ornburn, 66, assistant chief engineer-structures, **Milwaukee,** died Feb. 23 in the Skokie Valley Hospital, Skokie, Ill.

DIVIDENDS DECLARED

BEECH CREEK.—50¢, quarterly, payable April 1 to holders of record March 15.

DELAWARE & HUDSON.—40¢, quarterly, payable March 28 to holders of record March 10.

ERIE & PITTSBURGH.—87½¢, quarterly, paid March 10 to holders of record Feb. 28.

GULF, MOBILE & OHIO.—65¢, quarterly, payable March 13 to holders of record Feb. 21; Preferred, $1.25, quarterly, payable Sept. 11 to holders of record Aug. 22.

NORFOLK & WESTERN.—$1.50, quarterly paid March 10 to holders of record Feb. 9.

NORTHERN PACIFIC.—65¢, quarterly, payable April 28 to holders of record April 7.

PENNSYLVANIA.—60¢, quarterly, payable March 31 to holders of record March 13.

PEORIA & EASTERN.—$2.25, payable April 3 to holders of record March 20.

PITTSBURGH, FORT WAYNE & CHICAGO.—Preferred, $1.75, quarterly payable April 4 to holders of record March 10.

ST. LOUIS-SAN FRANCISCO.—50¢, quarterly; Preferred, $1.25, both payable March 15 to holders of record March 1.

SOO LINE.—$1.50, payable March 24 to holders of record March 3.

SOUTHERN.—70¢, quarterly, payable March 15 to holders of record Feb. 15; Preferred, 25¢, quarterly, payable March 15, June 15, and Sept. 15 to holders of record Feb. 15, May 15 and Aug. 15, respectively; Stock transfer, $2, semiannual, payable April 1 to holders of record March 15.

SOUTHERN PACIFIC.—37½¢, quarterly, payable March 20 to holders of record Feb. 24.

WESTERN PACIFIC.—55¢, quarterly, paid Feb. 15 to holders of record Feb. 1.

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VIEWPOINT

Balanced transport is fine, but . . .

Remember the old story of the cook who confessed to having adulterated his rabbit stew with horsemeat? "It's half and half," he admitted, "one rabbit, one horse." We're reminded of that story after reading the latest report by consultants Wilbur Smith & Associates, "Transportation and Parking for Tomorrow's Cities." The report was commissioned by the Automobile Manufacturers Association.

What's wrong with the WS report? Nothing and everything. Nothing, because WS doesn't fail to endorse a single worthy cause. Everything, because WS manages by turns to come out for more highways, but also more mass transit; for balanced transportation, but also retention of the status quo; for improved land use, but also for consignment of the hearts of American cities to parking lots for automobiles in ever-increasing numbers.

Balanced or unbalanced transportation?

We are told on the one hand (p. 210) that cities with populations up to one million that meet certain density criteria should consider rapid transit to balance their transportation systems. On the other hand, we are told (preface p. ix, also pp. 61, 79) that urban freeways and off-street parking downtown should be vastly expanded, because if this is done, almost all U.S. cities can easily accommodate more automobiles in their core areas.

To take the second course is obviously to damage, if not destroy, the conditions that would make the first course feasible. And whether the second course is worth pursuing has been disputed by responsible critics in disciplines that reach across the spectrum of the community—philosophers like Gunnar Myrdal, urban design critics like Lewis Mumford, transportation economists like Professor Vickrey of Columbia, and traffic commissioners like New York's Henry Barnes, to pick a few.

There are also substantial omissions in the new WS report: Scarcely a word is breathed on the topics of air pollution or traffic safety.

The main argument, though, is interesting. Consider the following statement (Preface p. viii) in detail: "There appears little basis for the contentions relating to the excessive amount of urban land occupied by freeways or their inability to accommodate peak-hour travel. Planned systems would serve up to half of all future urban motor travel, occupy less than 3% of the region's land, and substantially reduce peak hour urban travel times."

"Up to half of all future urban motor travel." That is the rabbit-horse argument; figures on total travel, both present and projected, are meaningless if nothing is said about known or anticipated points of congestion, and what to do about them.

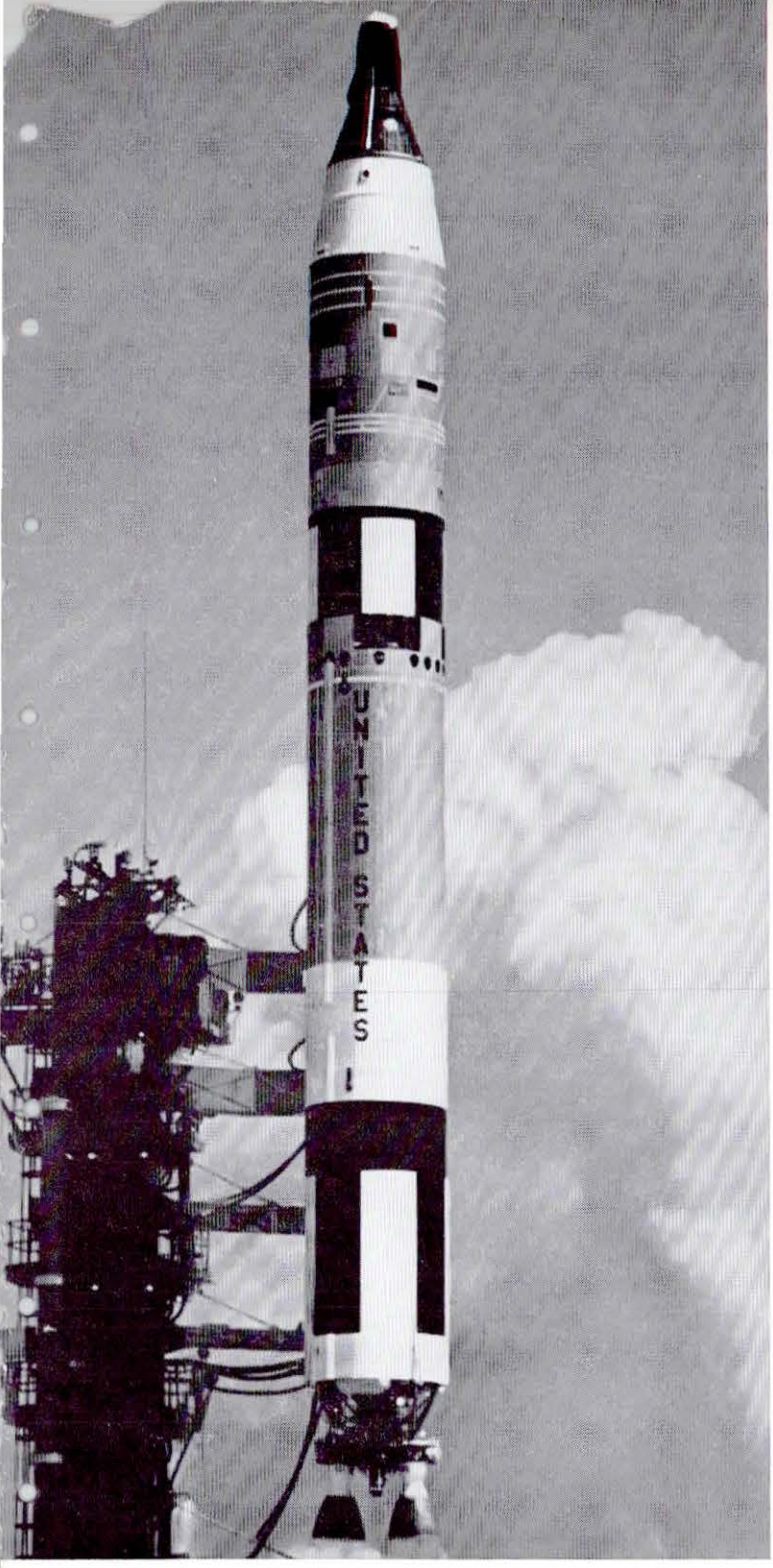
The next part—"occupy less than 3% of the region's land." Elsewhere in this report (p. 183), WS cites figures showing the amount of *downtown* land likely to be taken up by freeways ranging up to 6%. Even if the 3% figure is acceptable, the proper question is, "Which 3%?" Lower Manhattan constitutes a tiny fraction of the total New York area, but it is worth billions in assessed values; should it be toted up with the rest of the land on a straight percentage basis? By the same token, should high-priced downtown land be given over in ever-increasing proportion to what New Jersey Highway Commissioner Dwight Palmer calls "the spaghetti bowl of highways?" And won't the needed parking space swell the percentage enormously?

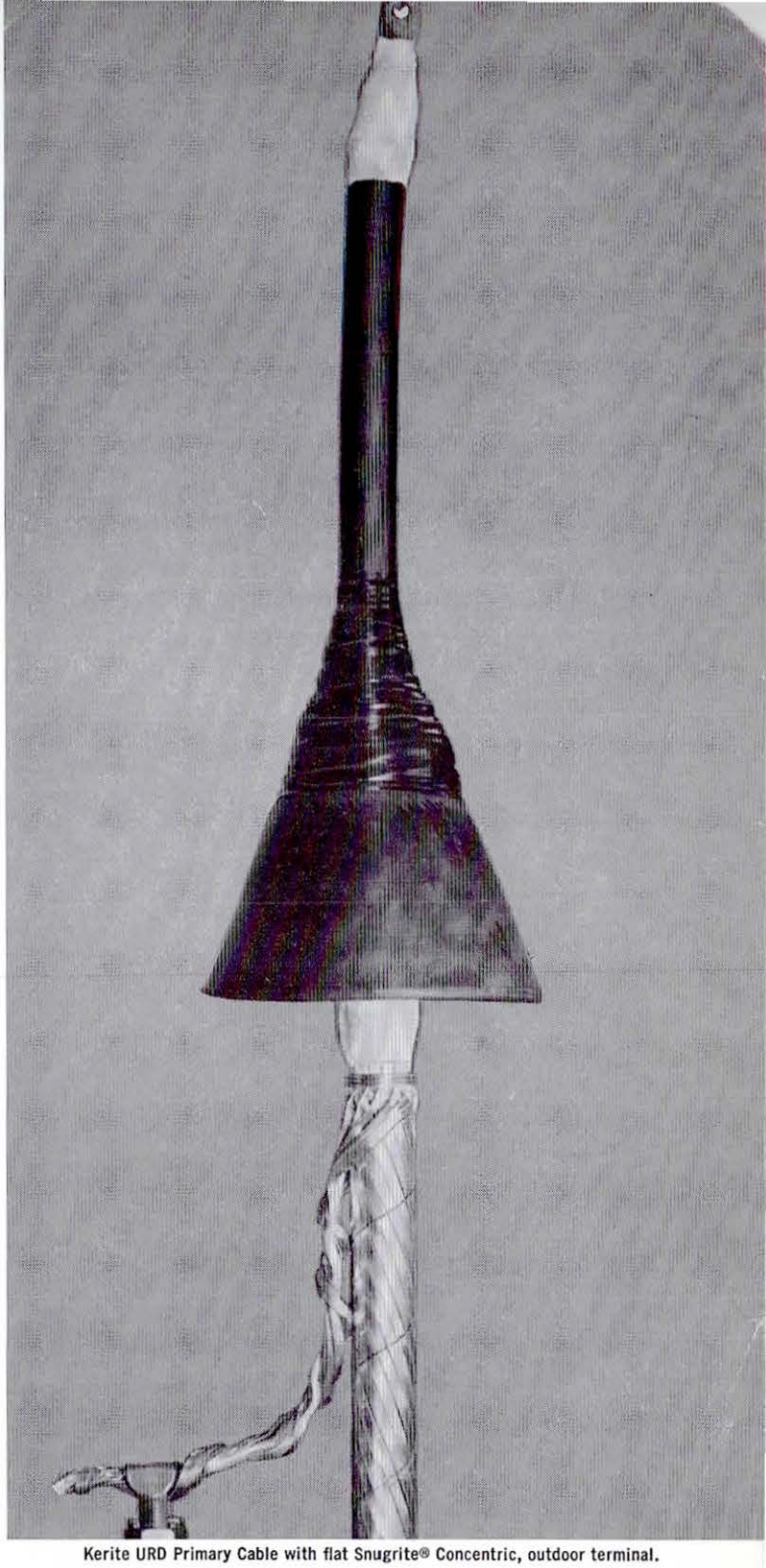
We come to the final part—"substantially reduce peak-hour urban travel times." Over a year ago the Urban Land Institute took Denver planners to task for assuming that express lanes for buses could by themselves cope with traffic congestion through 1980.

The lesson of Los Angeles

Most graphically, we have the example of Los Angeles, where the argument advanced by WS was accepted as gospel for years. The result—expressways begetting more expressways to the point of desperation—has become an object lesson to urban planners. A year ago, Los Angeles turned down yet another freeway proposal the state highway department offered ("in order to ease congestion"), and plans for rapid transit are now in high gear.

If anything, the men who prepared the WS report seem to have ignored the warning of HUD Secretary Dr. Robert Weaver, who said: "We must above all remember that people do not exist to be transported, nor cities exist to be traversed—urban transportation should exist to enhance the human amenities and environmental quality of urban living."





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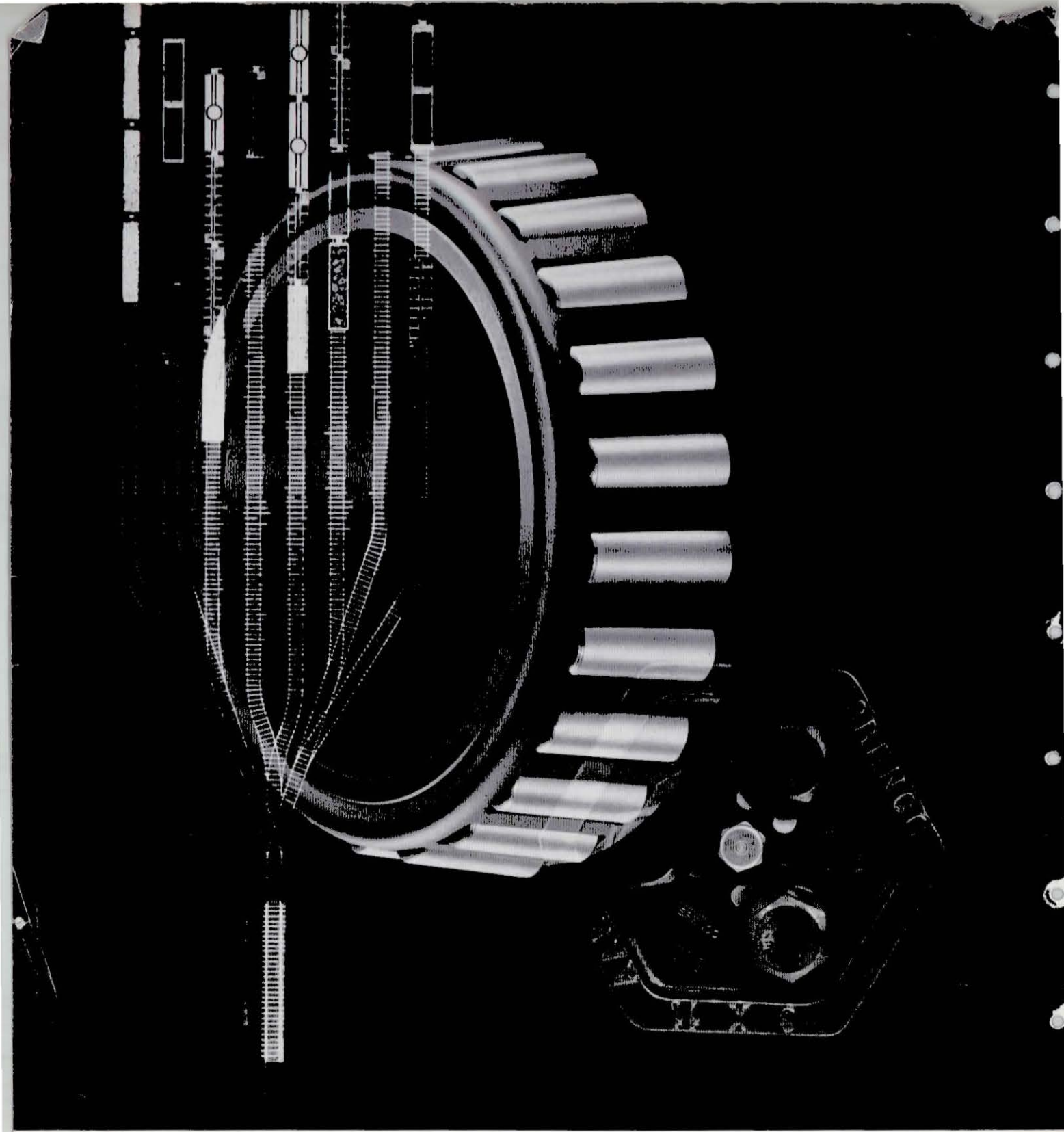

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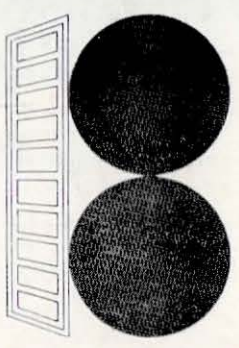
Brenco *crown-taper* roller bearings are the most modern of all.



BRENCO, INCORPORATED
PETERSBURG, VIRGINIA

Circle 10 on reader service card